

DTIC FILE COPY

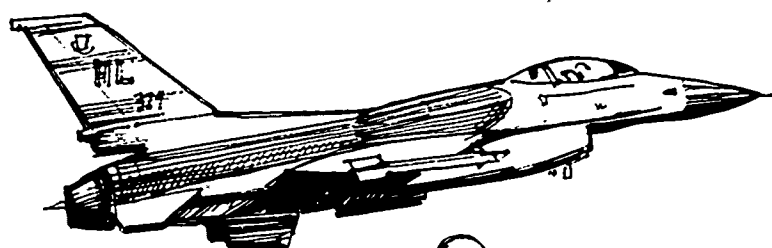
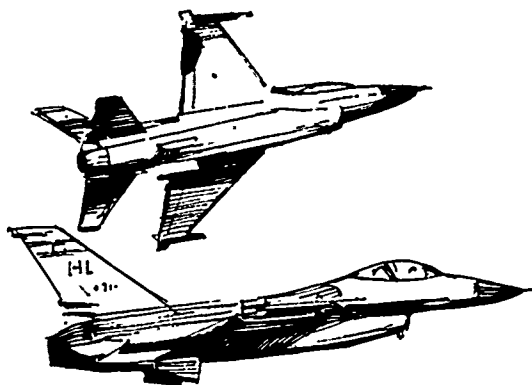


Department of Defense Inspector General

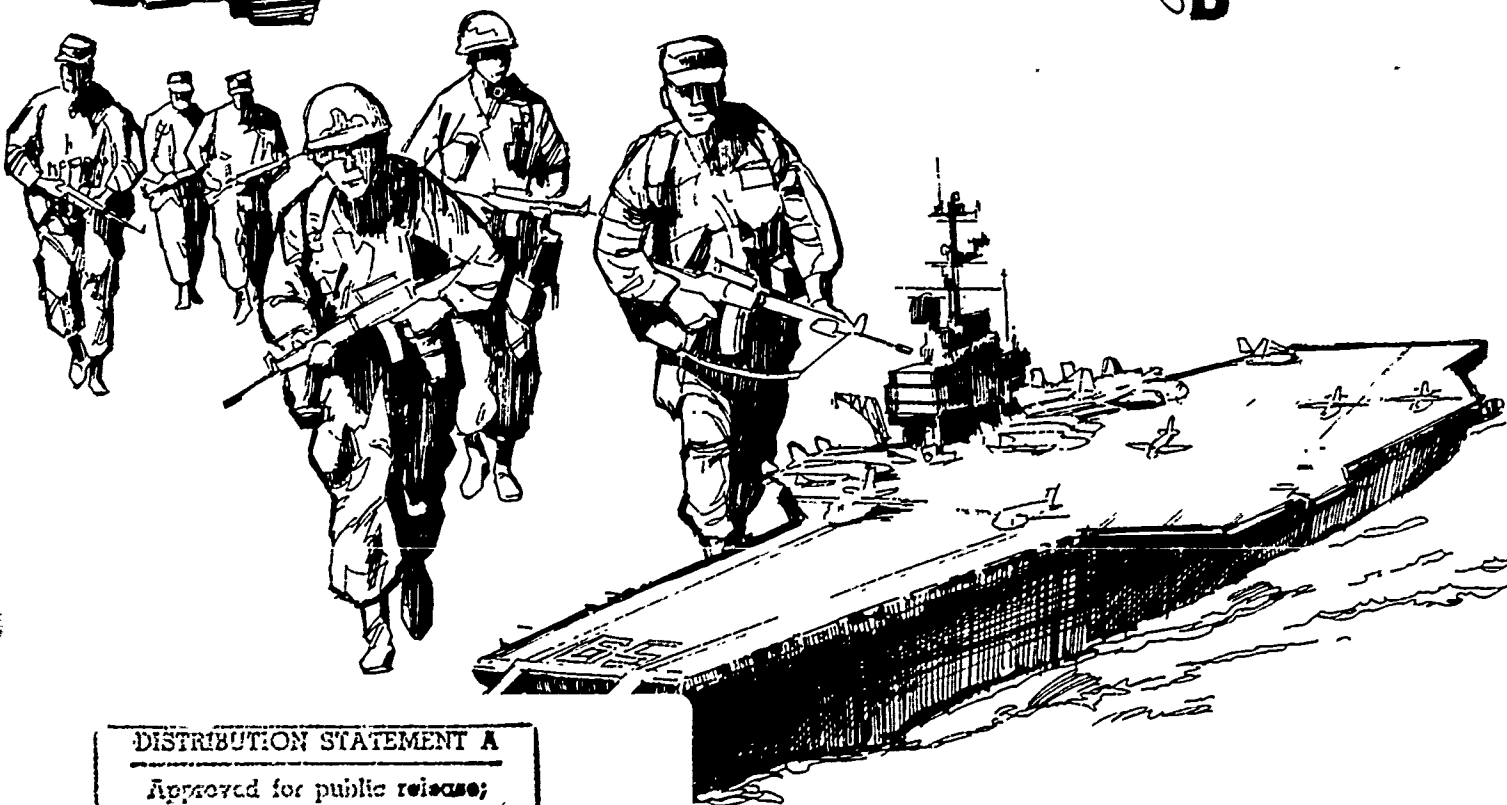


AD-A223 814

Semiannual Report to the Congress



DTIC
ELECTE
JUL 11 1990
S B D



DISTRIBUTION STATEMENT A

Approved for public release;
Distribution Unlimited

October 1, 1989 to March 31, 1990

50

This report has been provided, through the Secretary of Defense, to the following Congressional oversight committees: Senate Committee on Government Affairs, Senate Committee on Armed Services, House Committee on Government Operations, and House Committee on Armed Services.

In addition, the report has been furnished to senior Department of Defense managers and the Inspectors General of the Military Departments and Defense Agencies.



March 1990

FOREWORD

I am pleased to submit this report depicting the significant activities of the Office of the Inspector General, Department of Defense, and of the other DoD audit, inspection and investigative organizations from October 1, 1989 to March 31, 1990.

Vigorous and effective efforts to prevent, detect and take timely action against fraud, waste and mismanagement affecting DoD programs are more important than ever. In an era of changing requirements, decreasing budgets and intense interest in DoD management improvement, we intend to continue providing timely, constructive and candid advice to the Secretary of Defense, DoD managers and the Congress on how best to meet the significant management challenges in Defense. We will concentrate on significant problem areas--supply, acquisition, operational test and evaluation, automatic data processing, accounting, foreign military sales, consultants, hazardous waste, product quality, cost mischarging, kickbacks, bribery, defective pricing and product substitution. We will also work closely with the Department and Industry to encourage effective contractor self-governance and improved internal controls.

I urge particular attention to our proposals in Chapter 6 for additional authorities to enhance our audit and criminal investigative efforts. I also hope that the background data in the report, especially Appendix A, help put the structure, challenges and workload of the DoD audit, inspection and investigative community in perspective.

Susan J. Crawford
Susan J. Crawford
Inspector General

DISTRIBUTION STATEMENT A

Approved for public release;
Distribution Unlimited

90 07 10 050

TABLE OF CONTENTS

	Page
Foreword	i
Table of Contents	iii
Executive Summary	v
<i>(cont fr p v)</i>	
<u>Chapters</u>	
1. <u>Internal Audits and Internal Reviews</u> <i>1-11</i>	1-1
Organizational Structure	1-1
Operating Concepts	1-1
Significant Central Audit Accomplishments <i>such as:</i>	1-1
Financial Management,	1-1
Health and Medical Programs,	1-2
Installations and Logistics	1-2
Contract Administration,	1-7
Major Acquisitions <i>and</i>	1-8
Other Acquisition	1-9
Other Internal Audits	1-10
Audit Policy and Oversight	1-12
General Accounting Office Report Analysis and Followup	1-12
Department of Defense Management Audit Followup Status Report (Internal Audit)	1-13
Disputed IG Reports	1-15
Significant Incomplete Corrective Actions	1-15
Followup System Reviews	1-19
2. <u>Contract Audits</u>	2-1
Access to Contractor Records	2-1
Defense Contract Audit Agency	2-1
Audit Results	2-1
Significant DCAA Audits	2-1
Incurred Cost Audits	2-1
Forward Pricing Proposal Audits	2-2
Defective Pricing Audits	2-2
Operations Audits	2-4
Claims Audits	2-4
U.S. Army Corps of Engineers	2-5
Significant CoE Audits	2-5
IG, DoD, Contract Audit Policy and Oversight	2-6
Contractor Risk Assessment Guide Program	2-7
Department of Defense Management Audit Followup Status Report (Contract Audit)	2-7
3. <u>Criminal Investigations</u> <i>1-11</i>	3-1
Significant Fraud Cases <i>such as:</i>	3-1
Product Substitution,	3-1
Defective Pricing	3-3
Cost Mischarging,	3-5
Bid Kidding,	3-5
False Claims and False Statements,	3-6
Bribery and Kickbacks,	3-8
Other Indictments and Convictions	3-8
Prevention Activities	3-10
Criminal Investigations Policy and Oversight	3-10



Session For	
S	GRA&I
C	TAB
Announced	
Classification	
See ADA 2160	
Distribution/	
Availability Code	
Avail and/or	
Special	

Dist

A-1

4. Other Investigations <i>Investigative</i>	4-1
IG, DoD, Hotline	4-1
Significant Investigative Findings	
Originating from Hotline Contacts	4-1
Special Inquiries	4-3
IG, DoD	4-3
Significant Cases	4-3
5. Inspections <i>and</i>	5-1
Significant Inspections	5-1
6. Legislative Testimony and Proposals <i>(F.D.C.)</i>	6-1
Congressional Testimony	6-1
Positions on Proposed Legislation	6-2
Recommendations for Congressional Action	6-2
Congressional Correspondence	6-3

Appendices

A. DoD Audit, Inspection, and Investigative Organizations	A-1
B. Legislative Reporting Requirements	B-1
C. Audit Reports	C-1
D. IG, DoD, Audit Reports Issued Containing Quantifiable Potential Monetary Benefits	D-1

Exhibits

1a. Decision Status of Inspector General Issued Reports with Questioned Costs	1-13
1b. Decision Status of Inspector General Issued Reports with Recommendations that Funds be Put to Better Use	1-14
2. Status of Action on Central Internal Audits	1-15
3. Status of IG, DoD, Reports Over 12 Months Old with Final Action Pending	1-20
4. Contract Audit Reports Issued, DCAA	2-3
5. Contract Audit Reports Closed, DCAA	2-3
6. Contract Audit Reports Issued, U.S. Army Corps of Engineers	2-5
7. Contract Audit Reports Closed, U.S. Army Corps of Engineers	2-6
8. Investigative Case Results	3-4
9. Investigative Case Results (Administrative Actions)	3-7
10. Theft/Fraud Investigative Case Inventory	3-9
11. Table of Indictments, Convictions, or Recoveries	3-12
12. DoD Hotline Program Analysis	4-2

Illustrations

Modified MC-130 Combat Talon aircraft	1-3
Tactical Air Command F-15 fighters	1-5
A B-1B bomber and an F-4 Phantom	1-6
Titan solid motor segments being moved by rail	1-9
A C-5A aircraft	1-10
Maintenance on a Naval Reserve F/A-18	1-11
An F-16 launches an AMRAAM	3-1
Marines equipped with M-16s and M-203 grenade launchers	3-2
Amphibious assault vehicles	3-3
M2-3 Bradley Fighting Vehicle	3-5
M-60s move along desert tank trails	3-6
A B-1B bomber	3-8
A Navy SEAL team	5-3
An Army depot	5-4

EXECUTIVE SUMMARY

Background

The FY 1983 Department of Defense Authorization Act (Public Law 97-252), which amended the Inspector General Act of 1978 (Public Law 95-452), established an Inspector General for the Department of Defense (IG, DoD).

→ This report, prepared under the provisions of the Inspector General Act, summarizes the activities of ~~the IG, DoD~~, the Military Departments and other DoD components with audit, criminal investigation or inspection capabilities. *the*

The seven chapters cover the 6-month period ending March 31, 1990. In each chapter we identify the efforts that have been made to improve the economy, efficiency and effectiveness of Defense operations through prevention, detection and correction of fraud, waste and mismanagement. *Chapter topics include: → (to p iii)*

Chapter 1. Internal Audit

The Army Audit Agency, the Naval Audit Service, the Air Force Audit Agency and the IG, DoD, conduct audits of the internal management of the DoD. Two military exchange audit groups perform internal audits of the military exchange systems. Internal review groups in the Army and the Defense Logistics Agency make reviews for local commanders as well as perform audit liaison, followup and other staff functions. The audit and internal review reports recommended ways to improve Defense operations, enhance readiness and reduce costs by up to \$1.7 billion.

Significant Internal Audits

During the reporting period, the auditors placed emphasis on financial management, health and medical programs, installations and logistics, contract administration and major acquisition. Some examples follow:

Information System--The Ship Repair Facility/Authorization Accounting Activity-Information System did not comply with financial management regulations. The audit identified \$22.9 million in potential cost avoidances. (pg. 1-2)

Disability Payments--Recommendations for medical treatment facilities to expedite the processing of medical evaluation results, identify individuals with past due physical examinations, and document and reconcile case records could result in savings of \$19.9 million. (pg. 1-2)

Range Operations--If an Army training command in Europe improves its requirements determination process for ranges, construction costs could be reduced by about \$11.2 million. (pg. 1-4)

Plant Clearance Actions--Excess Government-owned property was not screened through the plant clearance reutilization process and unnecessary storage costs were incurred because property was retained for closed and completed contracts. If corrective actions are taken, nearly \$46 million in savings could be realized. (pg. 1-8)

Requirement Computations--A review of the accuracy of C-5 aircraft brake and landing gear requirement computations resulted in savings of \$10.3 million. (pg. 1-10)

Policy and Oversight

The IG, DoD, reviews the operations of DoD internal audit, internal review and contract audit organizations to evaluate their implementation of and adherence to prescribed policies and to assure DoD officials and the public that DoD audit organizations maintain a high level of competence. During the period, the Office of the Assistant Inspector General for Audit Policy and Oversight completed the revised draft of the DoD Internal Audit Manual and distributed it for coordination within the DoD, and revised and issued DoD Directive 7600.2, "Audit Policies." An oversight report was issued concerning a followup review of the Naval Audit Service.

Followup

The October 1988 amendments to the IG Act require specific data on the status of management decisions on IG, DoD, reports and on the status of agreed-upon corrective actions. Those data are included in this report. The DoD has formal processes to ensure that decisions are made on all disputed audit findings and recommendations and to ensure that agreed-upon corrective actions are taken. Although most agreed-upon corrective actions are carried out in a timely manner by DoD managers, there are instances of slippage or incomplete action. (pgs. 1-15 to 1-19)

Chapter 2. Contract Audit

The Defense Contract Audit Agency (DCAA) audits Defense contracts for both proposed and incurred contract costs. The U.S. Army Corps of Engineers audits contracts for civil works projects in the continental United States. The audit reports questioned \$7.7 billion.

Significant Contract Audits

Corporate Aircraft Costs--A review was made of a cost-benefits analysis performed by a contractor to justify the reasonableness of aircraft costs charged to Government contracts. Aircraft costs were not reasonable and the contracting officer negotiated a \$4 million reduction in charges. (pg. 2-1)

Warranty Costs--An audit showed that a contractor had erroneously included warranty costs that were to be provided at no cost to the Government. A \$23.2 million contract reduction was negotiated. (pg. 2-2)

Purchased Asset Value--A contractor stepped up the value of purchased assets to reflect fair market value and charged the additional depreciation, amortization and cost of money to Government contracts. The audit position was sustained and the Government saved \$203 million. (pg. 2-4)

Policy and Oversight

The Office of the Assistant Inspector General for Audit Policy and Oversight issued two contract audit policies and four oversight reports. Some of the areas examined included access to records, DCAA audits of indirect expenses at major contractors, operation audits performed by the DCAA, the DCAA management information system and referrals of equitable adjustment claims for violations of the False Claims Act. (pgs. 2-6 and 2-7)

Chapter 3. Criminal Investigations

The Defense Criminal Investigative Service (the investigative arm of the IG, DoD), the Army Criminal Investigation Command, the Naval Investigative Service Command and the Air Force Office of Special Investigations investigate criminal conduct or violations of DoD regulations. The Defense Criminal Investigative Service investigates procurement fraud and other white collar crime. The Military Departments investigate white collar crime, procurement fraud, homicide, assault, drug trafficking and other crimes.

Significant Fraud Cases

During the period, investigative emphasis was on defective pricing, product substitution, bid rigging, false claims and false statements, and bribery and kickbacks. Some examples follow:

Flight Data Transmitters--Northrop Corporation submitted false certificates of conformance to the Government for flight data transmitters. The corporation agreed to pay fines of \$17 million. (pg. 3-6)

Trafficking of Classified Documents--Hughes Aircraft Company, Grumman Corporation, Raytheon Company, RCA Corporation and Boeing Corporation pleaded guilty to unlawful conveyance of DoD classified documents. Civil settlements resulted in over \$10 million. (pg. 3-8)

Policy and Oversight

The Office of the Assistant Inspector General for Criminal Investigation Policy and Oversight (OAIG-CIPO) develops DoD criminal investigative policy, oversees its implementation and coordinates investigative activities. The OAIG-CIPO is also the point of contact and coordinator for voluntary disclosures made by Defense contractors. To date there have been 191 disclosures resulting in \$96.8 million being returned to the Government and 34 prosecutions.

Chapter 4. Other Investigations

The Office of the Assistant Inspector General for Special Programs, comprised of the DoD Hotline Program and a Special Inquiries component, is a unique investigative element which resolves disclosures of non-criminal waste, abuse and mismanagement that cannot be effectively addressed through other channels.

IG, DoD Hotline

The IG, DoD, continues to encourage reporting instances of fraud, waste and mismanagement. Significant findings originating from Hotline contacts included wasteful procurements, stockpiling of spare parts, computer theft and sexual misconduct.

Special Inquiries

Special Inquiries handles cases referred by Congressional or DoD officials which often involve sensitive issues. For example:

Abuse of Civilian Position--Recommendations were made for appropriate personnel actions against a civilian official and supervisor, and that the official's suitability for a leadership position in the military reserve be reviewed. (pg. 4-4)

Chapter 5. Inspections

Management review-type activities of both the IG, DoD, and Military Department inspection organizations are covered in this chapter. The traditional military inspector general roles of evaluating the readiness, morale and discipline of military units are excluded from the data.

Significant Inspections

Commercial Passenger Airlift Operations--Management of commercial passenger airlift operations is not cost effective. Basic management and fiscal policy problems were found. (pg. 5-1)

Security Research Organizations--The DoD had taken many positive actions to correct deficiencies in security research identified by the Stilwell Commission. The DoD Security Institute, however, was unable to perform the research functions envisioned in its charter. (pg. 5-2)

Management Support Activities--Inspectors estimated that nearly 200 spaces can be eliminated in the activities without degrading the organization's mission. (pg. 5-2)

Combatting Terrorism--Personnel remain at high risk due to ignorance of program requirements, flawed implementation of physical security regulation requirements and fragmented guidance. (pg. 5-3)

Chapter 6. Legislative Testimony and Proposals

Congressional Testimony

The Inspector General or the Deputy Inspector General testified before the Congress on Navy procurement practices on automatic data processing equipment, club operations at the Ramstein Air Base, problems in the DoD supply system and lessons learned from the recent procurement fraud investigation, "Illwind." (pg. 6-1)

Positions on Proposed Legislation

The IG, DoD, provided data to the Congress concerning proposed legislation to grant additional investigative authorities and to ensure that Memorandums of Understanding with foreign contractors are not written to preclude the audit of contractor records by DoD auditors. (pg. 6-2)

Recommendations for Congressional Action

The present legislation on access to contractor records by auditors is outdated and needs to be revised for the DCAA to accomplish its mission in conformance with professional standards. (pg. 6-2)

The proposed increase in the threshold for submission of certified contractor cost and pricing data should not be approved. It has not been demonstrated that the data cause additional work load and the data are an essential safeguard in 25,000 contracts. (pg. 6-3)

Appendices

Appendices A through D meet certain statutory reporting requirements of the Inspector General Act, as amended, and amplify the material in chapters 1 through 6.

DEPARTMENT OF DEFENSE
SIGNIFICANT AUDIT, INSPECTION AND INVESTIGATION ACCOMPLISHMENTS
(For the 6-month Period Ending March 31, 1990)

STATISTICAL HIGHLIGHTS		
	Totals	Page
Audit Activities		
Internal Audit Monetary Benefits:		
Potential Monetary Benefits Reported	\$1,742m	1-1,1-10
Impact of Completed Actions	\$1,844m	1-10,1-15
Potential Impact from Open Actions	\$1,472m	1-10,1-15
Contract Audit Monetary Benefits:		
Potential Monetary Benefits Reported	\$7,671m	2-3,2-5
Impact of Completed Actions	\$1,443m	2-3,2-6
Investigative Activities:		
Monetary Outcomes:		
Recoveries	\$101.5m	3-4
Fines/Forfeitures	\$54.6m	3-4
Restitutions	\$9.8m	3-4
Civil Settlements/Judgments	\$81.6m	3-4
Litigation Results:		
Indictments	865	3-4
Convictions	730	3-4
Pretrial Diversions/Article 15s	366	3-4
Civil Settlements/Judgments	138	3-4
Administrative Results:		
Debarments-Contractors	458	3-7
Suspensions-Contractors	187	3-7
DoD Hotline		
Substantive Complaints	1,542	4-2

CHAPTER 1

INTERNAL AUDITS AND INTERNAL REVIEWS

An internal audit is a constructive evaluation of the economy, efficiency and effectiveness with which managerial responsibilities--to include

financial, operational and support activities-- are carried out.

An internal review helps a commanding officer detect problem areas and warning indicators, such as the overexpenditure of funds, misuse of resources, and poor control of property, materiel and supplies. Internal review groups serve as troubleshooters who can make quick reviews when problems arise. They also assist in local command vulnerability assessments, act as audit liaison when internal audits are made by others and follow up on audits.

Organizational Structure

DoD audit responsibilities are met by 8 internal audit and internal review organizations:

- **Central Audit:** The Office of the Assistant Inspector General for Auditing, DoD, the Army Audit Agency, the Naval Audit Service and the Air Force Audit Agency.

- **Internal Review:** Organizations within the Army and the Defense Logistics Agency.

- **Military Exchange Systems Audit:** The Army and Air Force Exchange Service Audit Division and the Naval Resale and Services Support Office.

Operating Concepts

No public or private sector audit organization has the complexity, diversity and scope of the DoD audit discipline. Therefore, the work of DoD internal auditors is subject to very stringent professional auditing standards. The DoD internal auditing standards, issued by the IG, DoD, are a compilation of those published by the Comptroller General of the United States, the American Institute of Certified Public Accountants, the Institute for Internal Auditors, the President's Council on Integrity and Efficiency and the Office of Management and Budget.

SIGNIFICANT CENTRAL AUDIT ACCOMPLISHMENTS

DoD internal audit organizations issued 261 centrally directed reports, identifying \$1,515 million in potential monetary benefits.

A list of all IG, DoD, audit reports and Military Department audit reports is at appendix C, pages C-1 through C-48.

In accordance with the Inspector General Act Amendments, a list of audit reports issued by the IG, DoD, with quantifiable potential monetary benefits is in appendix D.

Financial Management

Administrative Support

An audit was conducted in response to a DoD Hotline complaint alleging waste and abuse of resources at Joint Task Force-Bravo in Honduras. The auditors found that a central point of contact for vehicle requirements had not been established, vehicles with luxury options were leased, vehicle requirements were not fully determined, contract purchases were split to avoid compliance with the Federal Acquisition Regulation, costs incurred in providing laundry service to individuals may not be recouped as required and assets assigned to the Task Force were not fully accounted for. The problems were attributed to the temporary nature of the organization, the staffing of key positions by personnel on temporary duty and increases in the Task Force work load.

Management agreed to take corrective actions and canceled the leases on 28 passenger vehicles, resulting in annual savings of \$213,000. Management also identified 26 leased vehicles that will be replaced with Army standard equipment. (OAIG-AUD 90-048)

Information System

The Ship Repair Facility/Authorization Accounting Activity-Information System provides internal management information for ship repair facilities. The system did not comply with applicable Office of Management and Budget, General Accounting Office, DoD and Navy financial management regulations. This resulted in inaccurate financial statements, improper use of funds and possible regulatory violations. The system was antiquated, did not satisfy user needs and did not comply with internal control standards.

The audit identified \$22.9 million in potential cost avoidances. The Command concurred and appropriate corrective action was identified. There are several unresolved issues that will be processed through the Navy decision process. (NAVAUDSVC 018-W-90)

Health and Medical Programs

Family Health Care

An audit of the Primary Care for Uniformed Services (PRIMUS) and Navy Care (NAVCARE) programs found that beneficiaries are pleased with the increased access to family health care. The Military Departments, however, lack formal objectives and goals, program monitoring and a method of determining outpatient needs. Improvements in internal controls are needed to ensure that the Government receives the level of service it pays for and that contractors are held accountable.

The auditors recommended the establishment of objectives and goals for PRIMUS and NAVCARE programs and the development of a tracking system to monitor the programs' achievements. Other recommendations were made on placement of future clinics and training of PRIMUS and NAVCARE officials. Management concurred with the recommendations. (OAIG-AUD 90-012)

Disability Payments

Army activities involved in managing physical disability cases delayed case processing. Individuals in a temporary retired status did not take required periodic medical examinations or did not take them promptly and their pay was not suspended. The Personnel Command did not provide appropriate documentation to the

Finance Center to remove individuals from temporary retired status, and overpayments occurred. If corrective actions are taken about \$19.9 million could be saved.

The auditors recommended that:

- ▶ Medical treatment facilities expedite the processing of medical evaluation results.

- ▶ Retirement or separation orders be effective within 20 days of physical evaluation board results.

- ▶ Individuals with past due physical examinations be identified and rescheduled and case files be documented when individuals do not take required examinations.

- ▶ The Finance Center be notified to suspend pay when appropriate.

- ▶ Records be periodically reconciled to identify ineligible individuals receiving disability pay.

The Army agreed with the recommendations and the potential monetary benefits. (AAA HQ 90-200)

Installations and Logistics

Telecommunications Services

Defense communications managers did not adequately revalidate the requirements for existing telecommunications services and continued to pay for services no longer required. Of the sampled circuits reviewed, 21 percent were left in service or were leased although they were no longer required were not cost effective or could not be identified. As a result, DoD could pay \$117.1 million between FY 1989 and FY 1993 in unnecessary leased communications costs.

Recommendations were made to:

- ▶ Establish a policy requiring DoD Components to review and revalidate telecommunications circuits leased and owned by the Defense Communications System (DCS) at least once every 2 years.

- ▶ Designate the World-Wide On-Line System (WWOIS) database as the official inventory of DCS circuits.

► Establish an accurately maintained perpetual circuit inventory.

► Verify inventories of circuits at least once every 2 years and reconcile them to the WWOLIS database.

► Report the absence of review and revalidation policy as a material internal control weakness to the Secretary of Defense.

► Reduce the FY 1989 to FY 1993 DoD budget for leased circuits by \$117.1 million.

Management agreed and instituted a further budget reduction of \$21.8 million more than proposed, resulting in a total savings of \$138.9 million. (OAIG-AUD 90-005)

Disposal of Recyclable Materials

An audit requested by the Chairman, House Armed Services Committee, found a substantial increase in the proceeds of sales of recyclable materials made available to installations. At 23 of the 31 installations reviewed, feasibility studies had not been done, and at some installations, formal programs had not been established. The DoD interim policy guidance had not been updated since inception of the program in 1983.

The auditors recommended that the DoD establish formal and comprehensive policy guidance for the recyclable materials program. Management agreed. (OAIG-AUD 90-008)

Commercial Activities Program

An audit requested by a senior DoD official found that the Defense Logistics Agency (DLA) had not performed required commercial activities studies and had lost, and will continue to lose, the opportunity to achieve up to \$61.5 million, during a 5-year period, in reportable first year cost avoidances.

Auditors recommended that the Director, DLA, issue a commercial activities regulation that includes policies, procedures and detailed guidance for computing the commercial activities inventory and that permits the installation commanders to prioritize the scheduling and studying of all functions in their commercial activities inventory.

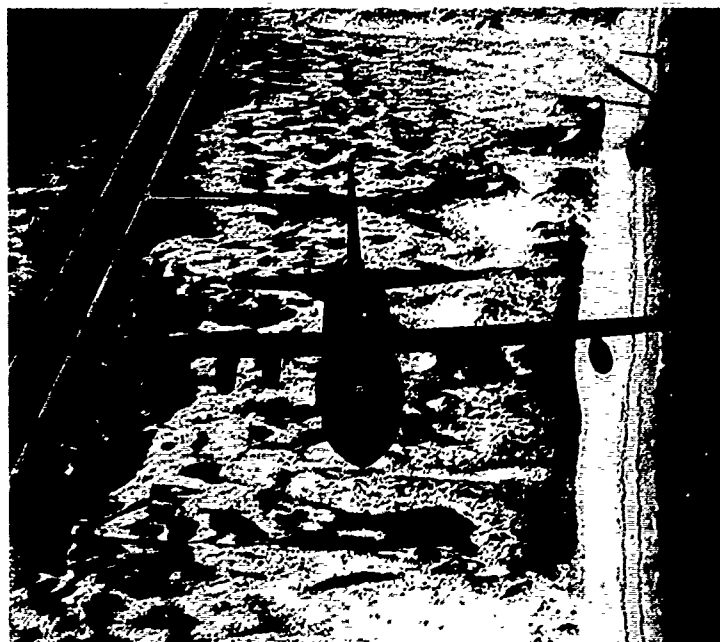
Management partially concurred with the recommendation and nonconcurred with the amount of potential monetary benefits. The issues are being pursued through the audit resolution process. (OAIG-AUD 90-009)

MC-130H Combat Talon II

Combat Talon II war readiness spares kits (WRSK) were procured based on outdated item quantities. Of the 27 line items reviewed, 14 were overstated by about \$7.7 million, and 11 were understated by about \$4 million. Item managers did not adjust initially determined WRSK quantities to reflect updated quantities.

Auditors recommended that management adjust acquisitions based on the latest requirements and reprogram funds from overages to identified shortages.

Management agreed with the recommendations and potential monetary benefits of \$3.7 million. (AFAA 9036311)



Modified MC-130 Combat Talon aircraft equipped for low-level and deep-penetration operations. (DoD photo)

Test Facilities at DoD Proving Grounds

The Secretary of the Army has been assigned the responsibility for the management and operation of the DoD proving grounds. An audit survey showed that the Army is managing these facilities well. The Army Materiel Command

and the Test and Evaluation Command have issued and implemented regulations establishing policy and procedures to prevent the unnecessary duplication of test facilities and capabilities in the Army test centers. No internal control weaknesses were found and no recommendations were made. (OAIG-AUD 90-028)

Contract Terminations on Excess Supply Items

A summary report was issued on the results of three recent audits on contract terminations when items on order are excess in the supply system. To correct the conditions found in the audits, the IG, DoD, and the General Accounting Office made 17 recommendations. The Services agreed to act on all of them.

The summary report addresses three major conditions identified by the audits: excess on-order assets, uneconomical termination decisions made by managers at inventory control points and failure to reduce the cost consequences of uneconomical termination decisions.

The auditors recommended that DoD revise, supplement, finalize and issue a draft DoD Instruction that proposes a policy for termination decisionmaking, as well as procedures to implement the policy. The auditors also recommended that DoD revise and supplement three Defense guidance documents requiring inventory control points to use excess on-order assets as Government-furnished material on production contracts, when economical. Management is taking appropriate action. (OAIG-AUD 90-010)

Maintenance Float

Maintenance float requirements of \$10.5 million for a light crane were invalid because the crane did not qualify for maintenance float programs. Float requirements were generated because float factors from a predecessor crane were used.

Army auditors recommended that float factors be deleted and float requisitions be canceled. The command agreed with the recommendations and monetary benefits. The official command reply process has not been completed. (AAA EC 90-7)

Range Operations

An Army training command in Europe should improve its requirements determination process for ranges. Construction costs could be reduced by about \$11.2 million if the command considered the capabilities of existing and planned ranges.

The auditors recommended canceling one range and reducing the scope for another. The command agreed. The official command-reply process has not been completed. (AAA EU 90-308)

Commercial Repair of Non-Aviation Material

The Navy Ship Parts Control Center (SPCC) manages Navy material sent to commercial facilities for repair. The SPCC indicated that about \$1 billion in items are under repair at 385 commercial facilities.

The audit found that the Navy supply and financial inventory records of items undergoing repair were inaccurate and unreliable. Inaccurate data on Navy resources in the possession of commercial facilities could cause the Navy to make erroneous or uneconomical procurements and budgeting decisions.

The SPCC agreed with the recommendations but not with the \$17.6 million in claimed monetary benefits. Unresolved issues were elevated to the Chief of Naval Operations for decision. (NAVAUDSVC 027-N-90)

Data Communications

In April 1982 the DoD directed that the Defense Data Network (DDN) be implemented DoD-wide as the common-user data communications network. The Naval Telecommunications Command did not develop a project management plan for implementing the DDN for the Navy. Responsibilities of the various commands implementing the DDN were unclear and management controls were not incorporated into the project. Only 18 percent of the systems were connected and biennial reviews of leased voice and data telecommunications circuits were not performed.

The auditors identified \$3.1 million in potential monetary benefits. Management concurred and agreed to take corrective action. (NAVAUDSVC 028-S-90)

Recreation Areas

The Army Corps of Engineers needed to implement an effective program to reduce the number of recreation areas it operates and maintains. Corps policy did not encourage non-Federal public sector and private enterprise to take over operation and maintenance responsibilities of existing recreation areas or consolidate little-used areas. The Corps continued to manage the areas because non-Federal entities were given limited incentive to assume the responsibility. Transferring the responsibility to non-Federal entities could result in annual potential monetary benefits of about \$110 million.

The auditors recommended accelerating the transfer of operation and maintenance responsibilities to non-Federal entities by establishing goals and monitoring the reduction programs. The Command agreed. The official command-reply process has not been completed. (AAA EC 90-8)

Defense Courier Service Operations

The Headquarters Military Airlift Command requested a review of the Defense Courier Service (DCS) operations, a joint DoD activity that moves classified material throughout the world.

Auditors found that the DCS network of 39 stations was not equipped to support contingency operations, manning was inconsistent with workload, reimbursements were not obtained for services provided to non-DoD users and an internal control program was needed. Also, lower cost modes of transportation could be used.

Management agreed with the audit recommendations and estimated potential monetary benefits of \$7.6 million. (AFAA 9205214)

Logistics Support Management

An evaluation of the computed equipment requirements for selected Combat Talon II (CT II) avionics used on C-130 aircraft revealed duplicate requirements because unneeded major command additives remained in the

requirements system. Auditors recommended that inventory specialists validate all additive requirements in support of CT II.

Management agreed with the recommendations and potential monetary benefits of \$2.5 million. (AFAA 410-0-06)

F-15 Aircraft Maintenance Requirements

Approved F-15 Programmed Depot Maintenance (PDM) programs were not used to compute requirements and were not adequately supported. Estimated PDM condemnation percentages were not supported, factors used to compute buy requirements were not accurate and appropriate adjustments were not always made. Computed buy requirements of \$30.9 million and actual acquisitions of \$16.6 million were incorrect or not adequately supported.

Management agreed with the audit recommendations and \$6.6 million of the potential monetary benefits. The disagreement over the remaining monetary benefits is in the formal resolution process. (AFAA 425-0-20)



Tactical Air Command F-15 fighters. (Air Force photo)

Excess Supply Procurement

A local manufacturer was used as a source of supply when sufficient assets were already on hand or were available more economically and expediently through commercial sources. The inventory specialist overstated contractor production lead times and selected a local manufacturer to fill the nonemergency requirements.

Management canceled the local manufacturing work requests totaling \$3.1 million. (AFAA 410-0-05)

Training and Testing Requirements for F-4 Aircraft

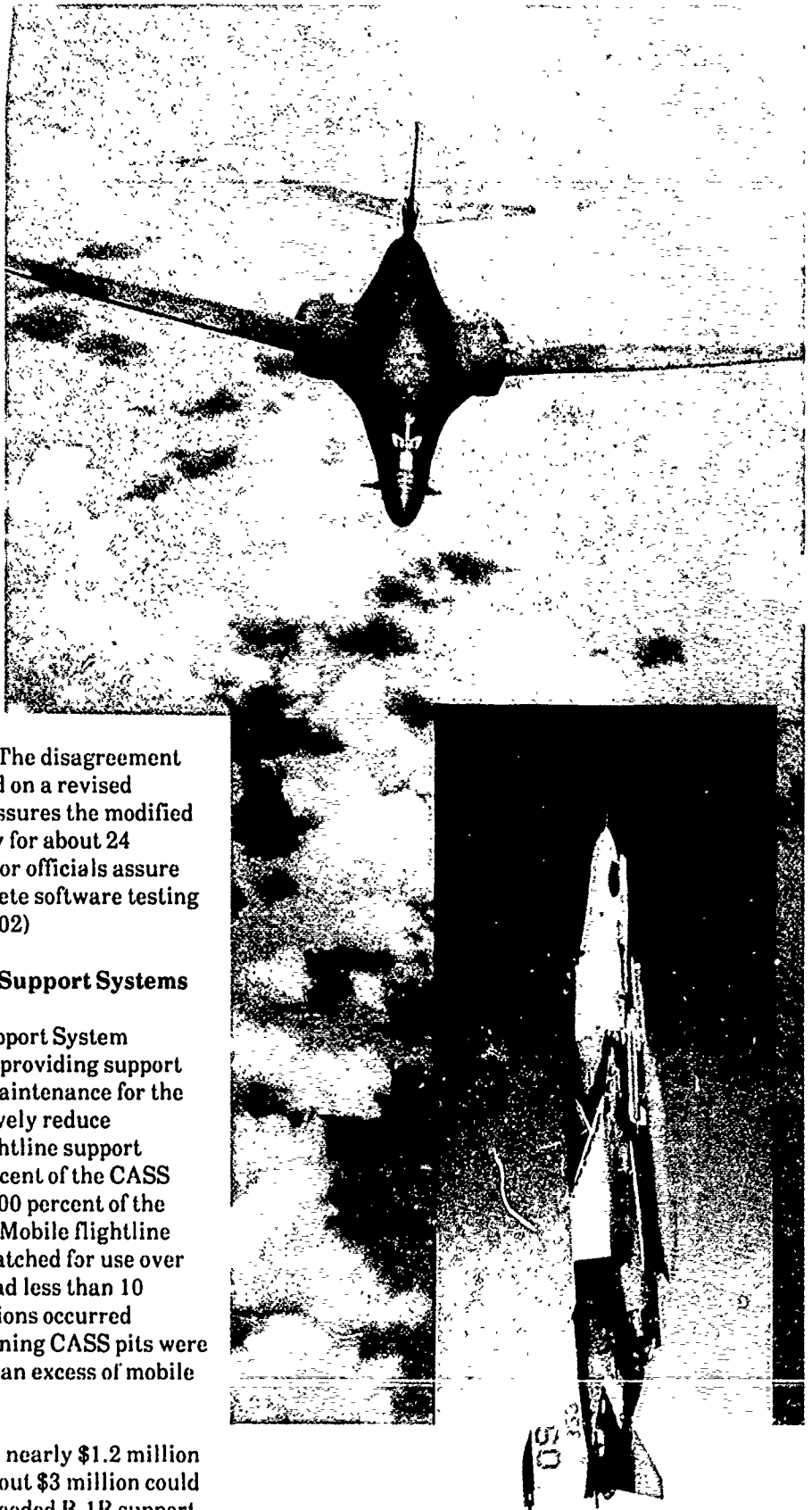
The navigation weapons delivery system modification on Air National Guard F-4E aircraft was installed in July 1989, before qualification and operational testing was complete. Auditors issued a quick-reaction report because the modification's premature installation could adversely impact the aircraft's ability to accomplish its mission. Installation costs of over \$1.5 million could be saved if the aircraft were not modified. Auditors recommended that the installation program be delayed until completion of qualification test and evaluation.

Management did not agree. The disagreement was resolved, however, based on a revised modification schedule that assures the modified aircraft have the opportunity for about 24 months service and that senior officials assure risk associated with incomplete software testing is acceptable. (AFAA 063-9-02)

Hydrant/Central Aircraft Support Systems

The Centralized Aircraft Support System (CASS), a modern method of providing support for service and on-aircraft maintenance for the B-1B aircraft, did not effectively reduce dependence upon mobile flightline support equipment. Although 75 percent of the CASS service pits were available 100 percent of the time, usage was 41 percent. Mobile flightline support equipment was dispatched for use over 80 percent of the time, but had less than 10 percent usage. These conditions occurred because procedures for assigning CASS pits were not developed and there was an excess of mobile support equipment.

By maximizing CASS usage, nearly \$1.2 million could be saved annually. About \$3 million could be realized by canceling unneeded B-1B support equipment authorizations and turning in excess mobile flightline support equipment.



A B-1B bomber and an F-4 Phantom, inset. (DoD photo)

Management did not agree with the recommendations and with only \$240,000 of the potential monetary benefits. The disagreements are in the resolution process. (AFAA 213-0-09)

Operating Stocks and Spares Acquisition

An audit revealed that a Marine Corps logistics base (MCLB) did not validate the accuracy of data used to compute replacement stock requirements or perform followup reviews. Savings of about \$24.1 million could be achieved.

Auditors also found that about \$5.2 million of lightweight camouflage screening system equipment was procured in excess of requirements and that MCLB did not provide timely notification of outstanding initial issue expense item receipts to field units.

The Commandant, Marine Corps, the MCLB, and the Fleet Marine Force, Pacific, did not agree with the recommended actions or monetary benefits of \$29.5 million. The issues will be resolved through the Navy's decision process. (NAVAUDSVC 004-S-90)

Engine Maintenance Program

A review found that although progress had been made in implementing modular maintenance concepts on the T56 aircraft engine, engine managers at all levels continued to maintain and manage the T56 as a whole engine. This resulted in the unnecessary return of whole engines to the depot maintenance activity for repair in lieu of individual modules. Requirements for engines and associated modules were misstated and the spare engine inventory was understated.

Management agreed with the findings but did not agree with the recommendations and the potential monetary benefits of \$22.2 million. The disagreements are in the formal resolution process. (AFAA 410-0-19)

USS Cincinnati Overhaul

The Under Secretary of the Navy requested that auditors monitor the costs and work progress on the overhaul of the *USS Cincinnati*.

The audit disclosed that the Norfolk Naval Shipyard (NNSY) defined too little work by current engineered performance standards, did not monitor variances between labor hour expenditures and allowance, did not release

direct material inventory (DMI) excess to the overhaul in time to use it or to expedite recovery of investment, and charged the overhaul \$1.3 million for excess DMI retained in inventory.

The Command and NNSY concurred with the recommendations. Resolution is in process relative to \$7 million in claimed monetary benefits. (NAVAUDSVC 089-S-89)

Contract Administration

Contracted Advisory and Assistance Services (CAAS) -- Phase II

This report is the second of three reports to be issued by the President's Council on Integrity and Efficiency task force examining CAAS. The report summarizes the results of audits made during the last year by 21 Inspectors General. The law requires an annual review be made in each agency on the progress in establishing effective management controls and actions to improve the accuracy and completeness of CAAS data provided to the Federal Procurement Data System.

The audits showed that all departments and agencies needed improvements in the management, reporting and oversight of CAAS. Problems were identified with the implementation of the Office of Management and Budget Circular A-120, management controls on CAAS procurements, reporting of CAAS to the Federal Procurement Data System and training in the identification of CAAS.

The summary report made no recommendations since each IG made recommendations in the individual reports to the respective department or agency. (OIG-AUD Unnumbered)

Competition in Negotiated Procurements

An audit showed that the Military Services were awarding most contracts in accordance with current interpretations of the Federal Acquisition Regulation. Of 69 randomly selected contracts, 67 awarded under competitive negotiated procurement procedures resulted in reasonable prices as determined by using adequate price competition or other safeguards. The audit also showed that the internal controls for the approval of procurements by supervisory contracting officers, commanders and the boards were adequate to ensure sufficient competition (OIG-AUD 90-033)

Interagency Agreements

The DoD program officials did not comply with Defense and Federal Acquisition Regulation requirements on monitoring and controlling interagency acquisitions. The program officials bypassed DoD procurement channels by placing orders for interagency acquisitions through the Library of Congress. The contract awards were not effectively administered. Material weaknesses increased the risk of contract overpricing and the risk of the procurements to mismanagement, abuse and fraud.

The auditors recommended improvements to the DoD internal control practices and procedures. The auditors also recommended that identified material weaknesses be reported and tracked.

Management generally agreed with the recommendations, but has not committed itself to reporting the problems in this area as material internal control weaknesses.

Because the material weaknesses identified were widespread throughout DoD and involved a Legislative Branch agency, the auditors believe they should be included in the Secretary's annual internal control report to the President and the Congress. (OAIG-AUD 90-034)

Plant Clearance Actions

The audit disclosed that excess Government-owned property was not screened through the plant clearance reutilization process, proceeds from contractor conducted sales of Government property were not verified to receiving Government accounts, and unnecessary storage costs were incurred because property was retained for closed and completed contracts. If corrective actions were taken, almost \$46 million in potential benefits could be realized.

The auditors recommended that the:

- ▶ Plant clearance reutilization process be automated.

- ▶ Army and Navy require contract administration activities comply with plant clearance procedures.

- ▶ Plant clearance officers be provided adequate training to verify that sales proceeds due the Government are received.

- ▶ Witnessing sales and verifying contractor prepared inventory schedules be emphasized.

Management partially concurred with the recommendations. Disagreements are being pursued through the audit resolution process. (OAIG-AUD 90-043)

Major Acquisition

Incentive Contract Provision

A Short Range Attack Missile (SRAM II) production contract contained an incentive clause which was not in compliance with the DoD supplement to the Federal Acquisition Regulation. The clause did not require the contractor to exceed contract specifications and it provided an incentive award for improvements in mission reliability from 95 percent to 98 percent even though contract specifications required 98 percent. The program office did not change or remove the incentive clause when the contractor proposed a 98 percent mission reliability. As a result, the contractor could receive an additional \$10 million even if specifications were not exceeded.

Management nonconcurred. The disagreements are in the formal resolution process. (AFAA 305-0-7)

Titan IV Component Breakout Procedures

The Titan IV program office did not adequately assess cost savings that could be realized through component breakout in the follow-on buy of 18 expendable launch vehicles or future procurements. Also, the component breakout analysis on the Centaur upper stage component did not accurately consider all cost factors or component breakout benefits.

A review of associated costs disclosed savings of about \$51.4 million for six Centaur units in the follow-on buy. The difference existed because the program office did not include all prime contractor add-on costs that would have a negative impact on the decision to retain a prime-subcontractor relationship, and included unsupported contractor add-back costs that decreased the benefits from breakout.

Management nonconcurred. The disagreements are in the formal resolution process (AFAA 311-0-03)

Other Acquisition

Secure Terminal Unit-III Program

The audit found that the program was ineffectively managed and controlled. Requirements were inconsistently developed, inadequately supported and inappropriately categorized and prioritized. Contractor requirements were not identified and inadequate funds were budgeted or programmed. There was no assurance that all classified and the most sensitive information related to national security was being protected, or that DoD's investment was effectively used. The program did not comply with DoD system acquisition procedures.

The auditors made recommendations to improve protection of sensitive information during transmission, to revise policy to document assigned responsibilities, and to establish guidance for identifying, categorizing and prioritizing program requirements.

The Assistant Secretary of Defense (Command, Control, Communications and Intelligence) took responsive actions. One recommendation with another DoD component is not yet resolved. (OAIG-AUD 90-049)

Mobile Aircraft Arresting System

Equipment allowance criteria did not reflect Air Force policies on operation and training

requirements for the mobile arresting system, an air transportable, self-contained, arresting barrier developed to support post-attack operations in areas of high threat of conventional attack. Requirements for 27 systems valued at \$5.5 million were not based on valid mission or training needs.

Auditors recommended that the excesses be used to cancel a purchase request for three systems, a planned purchase of 11 similar barriers and a fiscal year 1991 budget request for one system.

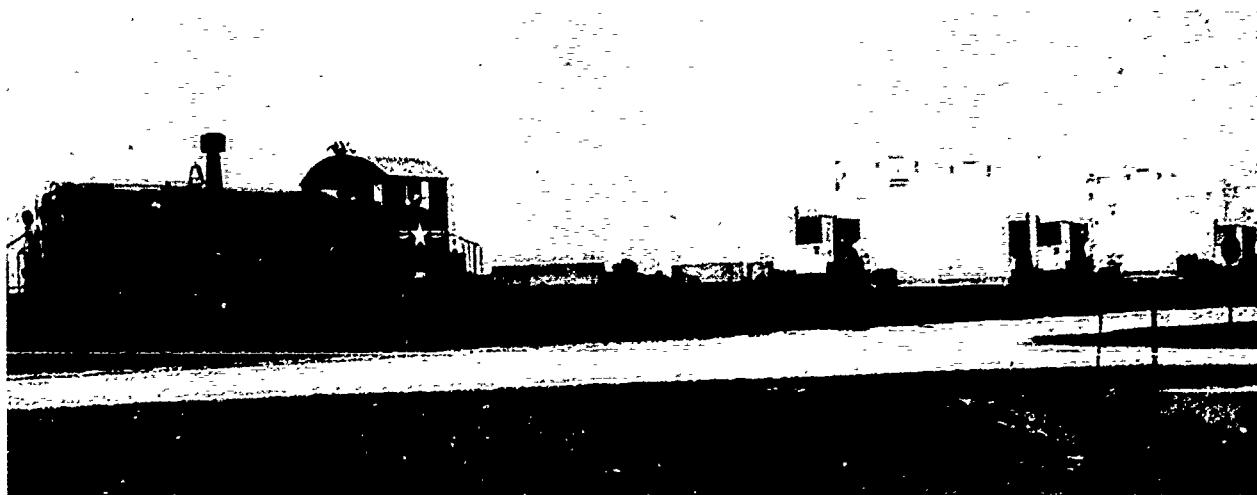
Management agreed with the recommendations and potential monetary benefits of \$2.2 million. (AFAA 9126122)

Enhanced Modular Signal Processor

The enhanced modular signal processor (EMSP) is the next generation Navy standard tactical embedded processor used in submarines, surface ships, aircraft and shore based systems. Auditors evaluated the adequacy of planning, management and acquisition practices for the EMSP program.

The program did not meet contract cost, schedule and performance goals. Numerous production engineering deficiencies existed and test results showed that hardware and software performance deficiencies existed.

The Secretary of the Navy restructured the EMSP system which resulted in a cost avoidance



Titan solid motor segments being moved between loading stations by rail. (Air Force photo)

of about \$340 million. The auditors also recommended that the EMSP program be designated as a major defense acquisition system. In March 1989, the Assistant Secretary of the Navy for Shipbuilding and Logistics, and the Assistant Secretary of the Navy for Research, Engineering and Systems, designated the EMSP as an acquisition category II program. (NAVAUDSVC 007-C-90)

Requirement Computations

A review of the accuracy of C-5 aircraft brake and landing gear requirement computations resulted in a monetary savings of \$10.3 million.

Unsupported demand and condemnation rates for brake assemblies increased future buy/budget requirements because product team personnel replaced historical rates with higher estimated rates without documented support.

A recommendation to revise the estimate will reduce costs by about \$5.6 million over the next three years. The review also found limited documentation to justify a requirement for 204 brake assemblies. During the audit, a management review team concurred with the finding. The \$4.7 million requirement was canceled. (AFAA 504-0-10)

Mainframe Computers

An Army audit found that information management plans at a major subordinate materiel command did not identify information requirements and overstated the need for mainframe computers and associated equipment services by about \$9.7 million.

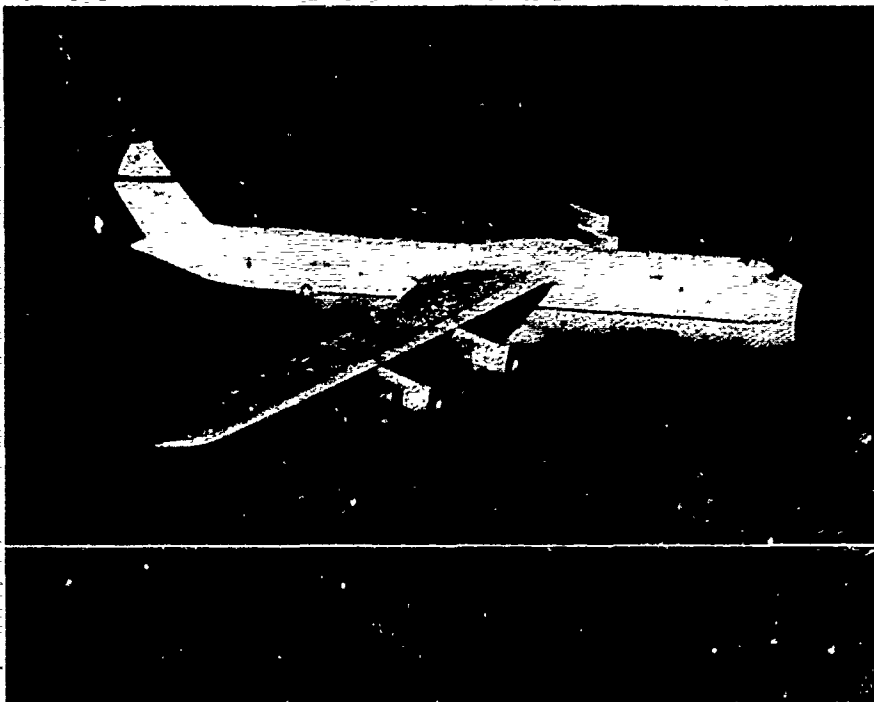
The auditors recommended deleting unneeded mainframes and equipment from the information management plan. Management agreed with the recommendations and potential monetary benefits. (AAA EC 90-1)

OTHER INTERNAL AUDITS

During the period DoD internal review, installation level and military exchange audit organizations identified over \$227 million in potential monetary benefits.

Followup action began on 2,192 DoD internal review, military exchange audits, installation level and nonappropriated fund reports. Action was completed on 2,057 reports, achieving estimated monetary benefits of \$292 million.

Some examples of completed significant internal reviews and exchange audits follow.



A C-5A aircraft. (Air Force photo)

Sewage Plant Contract

A review found that a command made payments of almost \$2 million to a local Water and Sewage Board over a 15 year period for charges that were outside the contract provisions or for charges during periods in which the contract was not in force. The contract was canceled in 1986, but services continued.

The Water and Sewage Board overcharged the installation for sewage processing at rates about 250 percent higher than the rates charged to commercial and residential customers.

There were overcharges because the contracting officer accepted billings without verifying the contractor's billing system. The contractor mixed line maintenance costs for its local commercial and residential customers with the costs of operating the plant and charged uncollected revenues from commercial and residential customers to the Army as a cost of operating the plant. The command is updating the contract and collecting the overcharges. (Army)

Warranty Program

The administration of the Army Warranty Program needed improvement. The command did not coordinate the establishment of work programs for the depot to induct and repair warranted reparable. The present system left the warranted assets waiting induction in the same condition code as all the reparable waiting induction. Warranty claims to reimburse the Army for repair costs were not filed and warranted assets were not easily tracked and identified.

The auditors estimated that potential monetary benefits of \$3.2 million could be realized. (Army)

Food Services

Negotiations for a fiscal year 1990 food service contract resulted in overstated cost or pricing data. The command overstated the independent Government estimate, modified the bid schedule making it difficult to compare pricing with the last contract and failed to make a technical review of the contractor's final proposal prior to acceptance.

The command renegotiated the contract, reducing the annual cost by \$658,000. (Army)

F/A-18 Aircraft

Intermediate maintenance activities were effectively meeting the needs of F/A-18 aircraft maintenance requirements and associated supply support. In addition, actions taken on previous audit reports should ensure that unique support equipment and associated avionics are available and effectively used. (Navy)

Package Store Operations

Package store operations needed to be fully assimilated into the Navy Resale System to

achieve adequate internal controls and more uniform policies and procedures. This would result in the protection of assets and better services to customers.

Store personnel received insufficient training in operational procedures. Internal expenses were not considered before distributing profits to local commands, which resulted in excessive profit distribution and a reduction of \$6 million in operating capital.

The Naval Resale activities subsidized Navy clubs and messes by not charging them the true cost of alcoholic beverages and sodas. If they had been assessed the service charge, the profits would have increased by over \$850,000. (Navy)

Procurement Review

Debarred, ineligible and suspended contractors on an activity's contractor review list did not eliminate the vendors from receiving contract awards. Six awards were prepared for three vendors who were on the list.

Auditors recommended that an internal control be developed and implemented to assure that awards are not made to debarred, ineligible and suspended contractors. Management agreed and took corrective action. (DLA)



Maintenance on a Naval Reserve F/A-18 (Navy photo)

Warehousing Support

An audit was made of warehousing support provided by the Giessen Distribution Center to Army and Air Force Exchange Service (AAFES) facilities in Europe.

The audit found:

► Cyclical inventory counts would improve the accuracy of warehouse balance files.

► Improved controls over merchandise shipments would strengthen accountability.

► Improved controls of refunds on expired coupons for fuels would prevent losses.

► Emphasis on clearance of aged purchases-in-transit would prevent losses. (AAFES)

AUDIT POLICY AND OVERSIGHT

The Assistant Inspector General for Audit Policy and Oversight provides policy for and oversight of the internal audit, internal review, nonappropriated fund audit and external audit activities within the DoD. The organization is concerned with the quality and effectiveness of DoD audit organizations and their adherence to prescribed audit standards, policies and procedures.

During the period a revised draft of the DoD Internal Audit Manual was completed and distributed for coordination within the DoD. A revised version of DoD Directive 7600.2, "Audit Policies," was issued on January 26, 1990. Some of the major changes relate to clarifying the auditors' responsibility for evaluating and reporting on the internal control programs, providing information on the provisions of Title 18 U.S.C. with respect to impeding Federal auditors in the performance of their duties and providing guidance on issuing IG subpoenas.

The following oversight report was issued.

► **Followup Review of the Naval Audit Service (APO 90-002).** A comprehensive followup on prior reports issued by the IG, DoD, and the General Accounting Office disclosed that the Naval Audit Service (NAS) had made significant strides in implementing recommendations made during those reviews and in improving overall audit effectiveness. Improvements were noted in audit independence, planning, supervision and documentation of

audit results. The potential monetary benefits attributable to NAS audits had increased dramatically as audit resources were concentrated in higher payback areas.

An oversight review was also conducted at the Naval Resale and Services Support Office based on a Hotline allegation that management had tried to suppress an internal audit report on advertising programs. No evidence was found to support the allegation.

Other oversight projects initiated include reviews of: the effect on audit coverage of Navy programs resulting from the disestablishment of the Navy Internal Review Program, the use of microcomputers by DoD audit organizations and quality assurance programs in the Army Audit Agency.

GENERAL ACCOUNTING OFFICE REPORT ANALYSIS AND FOLLOWUP

The IG, DoD, performs the central liaison services for the DoD with the GAO. The services include staffing GAO announcements, resolving access to records problems, informing the Secretary of Defense and other top DoD managers of GAO activity and ensuring prompt, explicit agency replies to GAO findings and recommendations.

The IG, DoD, processed 203 GAO announcements and 304 draft or final reports during the period. In addition to staffing GAO announcements and reports, the IG, DoD, tracks the status of agreed-upon DoD actions in response to GAO reports. The DoD components reported the completion of action on 121 recommendations. Action on 248 agreed-upon recommendations, with estimated monetary benefits of \$36 million, was in progress as of March 31, 1990.

The Inspector General Act requires that the IG, DoD, avoid duplication with the GAO. Considerable effort is made by the GAO and the DoD audit staffs to avoid unnecessary duplication. To this end, the Congress is urged not to request GAO reviews that would overlap planned or ongoing audits by DoD internal auditors. The IG, DoD, also recommends that requestors of GAO reviews allow the GAO to provide draft reports to the DoD for comment. That step is a normal and useful part of the audit process and ensures better accuracy in the information provided to the Congress.

**DEPARTMENT OF DEFENSE
MANAGEMENT AUDIT
FOLLOWUP STATUS REPORT
(Internal Audit)**

This section complies with the requirement in the Inspector General Act Amendments of 1988 for a report on the status of audit followup efforts.

The IG, DoD, and the Military Departments operate systems to ensure that an authoritative decision is made on what will be done in response to each audit finding and recommendation. The results of the process are in exhibits 1a below and 1b, page 1-14.

DoD policy requires the tracking of every agreed-upon action until its completion has been documented. Summary results are in exhibit 2, page 1-15. The figures in the exhibit reflect only agreed-upon, documentable monetary benefits.

The IG, DoD, cautions that quantifiable monetary benefits achieved through internal audits are but a partial measure of the audit program's impact. The majority of internal audit reports yield benefits that are not readily quantifiable, such as improved safety, internal controls, compliance with laws and regulations, readiness, and organization.

**EXHIBIT 1a
DECISION STATUS OF
INSPECTOR GENERAL ISSUED REPORTS
WITH QUESTIONED COSTS**

	Number	Dollar Value (in thousands)
		Questioned Costs ^{2/}
A. For which no management decision had been made by the beginning of the reporting period	0	\$0
B. Which were issued during the reporting period	9	4,676
Subtotals (A + B)	9	4,676
C. For which a management decision was made during the reporting period	6	4,006
(i) dollar value of disallowed costs		4,006
(ii) dollar value of costs not disallowed		0
D. For which no management decision has been made by the end of the reporting period	3	670
Reports for which no management decision was made within six months of issuance ^{1/}	0	0

^{1/} The Military Departments also report no undecided internal audit reports over six months old.

^{2/} None of these questioned costs involve unsupported costs.

EXHIBIT 1b
DECISION STATUS OF
INSPECTOR GENERAL ISSUED REPORTS
WITH RECOMMENDATIONS THAT FUNDS BE PUT TO BETTER USE

	Number	Dollar Value (in thousands)
		Funds Put to Better Use
A. For which no management decision had been made by the beginning of the reporting period	33	\$649,267
B. Which were issued during the reporting period	46	264,412
Subtotals (A + B)	79	913,679
C. For which a management decision was made during the reporting period	53	745,824
(i) dollar value of recommendations that were agreed to by management		257,424 ^{1/}
- based on proposed management action		257,424 ^{1/}
- based on proposed legislative action		0
(ii) dollar value of recommendations that were not agreed to by management		488,400 ^{1/}
D. For which no management decision has been made by the end of the reporting period	26	167,855
Reports for which no management decision was made within six months of issuance	2	35,020 ^{2/}

^{1/} On certain reports with audit estimated monetary benefits of \$118.6 million, it has been agreed that the resulting monetary benefits can only be estimated after completion of management action, which is ongoing.

^{2/} OIG-AUD Reports 89-105, "Contractor Qualification Process for Blade Bushings for the C-130 Aircraft," and 89-108, "Component Breakout of the Harpoon Weapon System," were undecided within six months of issuance. The military departments reported seven additional audits which were undecided within six months of issuance.

EXHIBIT 2
STATUS OF ACTION ON CENTRAL INTERNAL AUDITS

Status of Action	Number of Reports	Monetary Benefits (\$ in thousands)	
		Questioned Costs ^{1/}	Funds Put to Better Use
IG-DoD			
Action in Progress - Beginning of Period	207	\$43,176	\$752,981
Action Decided - During Period	59	4,006	257,424
Action Completed - During Period	65	306	406,126
Action in Progress - End of Period	201	43,732	764,819
Military Departments			
Action in Progress - Beginning of Period	551	---	948,361
Action Decided - During Period	209	---	825,319
Action Completed - During Period	209	---	1,146,017
Action in Progress - End of Period	551	---	410,960

^{1/} None of the questioned costs involve unsupported costs.

DISPUTED IG REPORTS

Two IG, DoD, audit reports involving undecided issues were over six months old at the end of the period, as follows:

► Auditors recommended that the Air Force reverse engineer a blade bushing for C-130 aircraft so that the part could be procured competitively instead of on a sole source basis. The Air Force disagreed with the audit estimate of the cost and risk of reverse engineering the item. The Deputy Secretary of Defense decided the matter in April 1990 in favor of the Air Force. (OAIQ-AUD 89-105)

► An audit indicated that the Navy could save as much as \$34.6 million by breaking out various components of the Harpoon missile for competition. Subsequently, the program was restructured. Navy studies showed, however, that costs could still be reduced by between \$5 and \$10 million if a breakout strategy was pursued. Nevertheless, Navy managers disagreed that any breakout would be cost effective. The IG, DoD, has reminded the Secretary of the Navy that previous opportunities for component breakout in this program were missed and has asked for reconsideration. (OAIQ-AUD 89-108)

**SIGNIFICANT INCOMPLETE
CORRECTIVE ACTIONS**

DoD managers devote considerable time and resources to implementing IG, DoD, and GAO recommendations. Hundreds of agreed-upon corrective actions are carried out in a timely manner, but instances of slippage or incomplete implementation do occur. For example:

■ **Administration of Government-Furnished Property (GFP).** Since 1971, DoD and the Services have made little progress in reducing the amount of equipment furnished to contractors and efforts to improve controls have lagged. The Deputy Secretary of Defense has approved the development of an accounting module for GFP which would be implemented DoD-wide. A study group was formed to develop a module implementing financial controls over GFP by FY 1992. (GAO FGMSD-80-57) (Previously reported.)

An IG, DoD, review found that contractors at Government-owned contractor-operated plants were inappropriately awarded fees for acquisition of Government facilities (vehicles, computers and furniture). Management had agreed to revise the Federal Acquisition Regulation to prohibit the payment of any fee or

profit on contracts involving facilities acquisition, but was slow in implementing the change. The Defense Acquisition Regulation case implementing the recommendation has been submitted to the Civilian Agency Acquisition Council for review, approval and publication. The Services have issued interim instructions directing their buying activities to disallow payments of a profit or fee for the acquisition of Government facilities. (OAIG-AUD 87-140) (Previously reported.)

An IG, DoD, audit reported that controls were inadequate for administering Government-owned other plant equipment held by Washington area contractors doing business with DoD. Management agreed to strengthen internal control procedures by providing detailed guidance for testing contractor property systems designed to control, protect, preserve and maintain Government property. Action to issue the agreed-upon guidance as part of the new DoD Manual, "Performance of Contract Property Administration," has been delayed. Also, language must be included in the Defense Federal Acquisition Regulation Supplement and DoD Directive 4275.5 to authorize publication. The earliest possible date for publication is mid-December 1990. (OAIG-AUD 88-143)

■ **Hand and Power Tool Accountability.** Efforts to revise DoD 7200.10-M, "Accounting and Reporting for Government Property Lost, Damaged or Destroyed," have been ongoing since 1984. The agreed-upon revisions respond to an audit finding that cost of tools lost or damaged due to user negligence were not being recouped. Efforts are underway to complete the final review and publication. (OAIG-AUD 84-061) (Previously reported.)

■ **Federal Catalog System (FCS).** The FCS continues to experience item identification problems. Each Service and DLA have automation initiatives underway to correct longstanding deficiencies in cataloging supply items. Many of the initiatives are long range in nature. The Services and DLA were directed to prioritize their cataloging efforts to increase the utilization of full item descriptions. However, they are still using (to varying degrees) the less effective reference method to catalog items. Action is underway to replace the Federal Item Identification Guides with Logistics Name Description Guides (LNDG). To date there are only seven LNDG implemented or in process.

The Army and Navy have also been slow to establish internal controls to ensure effective item identification. (GAO NSIAD-88-121)

■ **Navy Contract Terminations.** A 1988 audit found that the Navy Aviation Supply Office item managers and contracting officers made uneconomical termination decisions on contracts for items no longer needed because they did not have specific guidelines or procedures. The Navy agreed and stated that the Contract Termination Model currently under development by the Navy Supply System Command would be used by Navy contracting officers as their guide to accomplish and document economic analyses leading to cost-effective termination decisions for excess-on-order spares. The model was to be available by September 1988, but slipped to January 1990. Complete implementation is still pending. (OAIG-AUD 88-153)

■ **Automatic Test Equipment (ATE).** Since 1983, the Navy has been revising its regulations on the management of ATE to ensure that responsibilities are clearly defined and managers are authorized to redistribute ATE when appropriate. The revision has not been accomplished and controls remain inadequate. (OAIG-AUD 84-002) (Previously reported.)

■ **Use of Technical Data in Competitive Procurement.** The DoD has not implemented actions to ensure adequate receipt and use of technical data to improve competition. A 1983 audit found data were often insufficient to support competition and recommended that DoD guidance be improved. The guidance, originally scheduled for publication in 1984, was issued in January 1989. It was intended to help DoD activities identify and acquire technical data they are entitled to and aid in the effective use of the data. Action on the publication of Service implementing documents has halted while the DoD considers canceling the newly published Directive and reissuing it in another form as part of the regulation streamlining process. (OAIG-AUD 83-098) (Previously reported.)

■ **Contract Advisory and Assistance Service (CAAS).** The Army has not issued guidance to implement the DoD CAAS Directive, DoDD 4205.2, which has been in effect since January 26, 1986. The Navy and Air Force have also delayed implementation of new CAAS employee training on CAAS definition and

reporting requirements, citing the planned revisions to OMB Circular A-120 and DoDD 4205.2 as reasons for postponement. (OAIG-AUD 88-184)

■ **Duplicative Research.** Delays and curtailments have occurred in implementing corrective actions on inadequate input to and use of the Defense Technical Information Center data base, resulting in increased potential for duplicative research work. In 1985, the problem was brought to the attention of the Director, Defense Research and Engineering. The problem continues. The IG, DoD, recommended that stronger measures be taken to force proper use of the data base, or the program be terminated. The Director, Defense Research and Engineering, the Services and the Defense Logistics Agency initiated actions to correct the problem. They need to be implemented effectively and in a timely manner. (OAIG-AUD 85-116; OAIG-INS 86-003 and 89-004) (Previously reported.)

■ **In-house Laboratory Independent Research (ILIR) Program.** Delays have occurred in DoD actions, initiated in 1987, to issue a DoD instruction to clarify guidance and strengthen controls over the ILIR program. An IG, DoD, audit found that the Services were using program funds for projects that did not conform to program goals. After several delays and unsuccessful attempts to obtain coordination on draft instructions, the Office of the Director, Defense Research and Engineering, is now reevaluating the need for the document due to the emphasis on streamlining regulations. (OAIG-AUD 87-087)

■ **Catalog Pricing Exemption Claims.** Contractors may obtain exemptions from submitting certified cost or pricing data if their proposed prices are based on established catalog or market prices of commercial items sold in substantial quantities to the general public. A 1987 audit found that one out of three approved exemptions did not meet the exemption criteria. Contracting officers accepted contractor exemption claims without adequate verification. Once the exemption is granted, the Federal Acquisition Regulation (FAR) does not provide contracting officers with remedies to adjust prices and recoup the amount of any resulting overpricing. The IG, DoD, recommended revision to the FAR to require verification of contractor catalog pricing exemption claims for

contracts exceeding \$1 million, and to permit contract price adjustments when a contractor representation of commerciality is invalid. In January 1987, the Assistant Secretary of Defense (Production and Logistics), agreed to the revision. The action is still ongoing. (OAIG-AUD 87-210) (Previously reported.)

■ **Air Force Special Stock Items.** Since 1986, the Air Force has tried to resolve communication interface problems between two supply systems to enable automatic determination of special stock item requirements, and reconciliation of normal and adjusted special stock levels at bases with Air Logistics Center records. Appropriate data exists in both systems, but they cannot interface due to data transmission difficulties. The systems are to be made operational through Air Force-wide installation of the Host Message Processing Systems in FY 1993. The delay inhibits the annual reconciliation of base stock levels with Air Logistics Center records. (GAO NSIAD-87-34)

■ **Intransit Shipments.** In December 1984, a proposed change to the Military Standard Transaction and Accounting Procedures was sent to the DoD Components for comment. The change and its joint Military Standard Requisitioning and Issue Procedures have undergone review, but have not been issued. As a result, the DoD lacks detailed automated procedures to increase the visibility of intransit shipments. (OAIG-AUD 85-050)

■ **Payments on Government Bills of Lading (GBL).** A 1987 audit recommended that Military Service ADP systems be established to detect duplicate billings before payments are made. The Army and the Marine Corps have developed and installed systems. The Navy has been unable to develop a system because of continuing problems with the Navy Material Transportation Office Operations and Management Information System. The Comptroller, DoD, requested that the Navy develop an economic analysis of transferring the Navy GBL paying and related efforts to the Army. (OAIG-AUD 87-141) (Previously reported.)

■ **Excess Disability Payments.** In 1985 the Army agreed to provide quarterly pay data to the Department of Veterans Affairs to reduce excess disability payments through computer

matching. Followup showed that the provision of data stopped in 1987. It has resumed, but will not be fully automated until early 1991. (GAO HRD-85-38)

▪ **Special Defense Acquisition Fund (SDAF).** Since 1987, the Air Force has experienced delays in establishing procedures to charge military and unfunded civilian retirement costs to purchases made from the SDAF. Interim guidance has been published. (OAIQ-AUD 87-236) (Previously reported.)

▪ **Unaccompanied Personnel Housing.** A 1982 audit found a lack of compliance with congressional direction on the quality of officer and enlisted unaccompanied housing. Congress directed the DoD to establish policies on the use of such housing by civilians, including adequacy standards, reservation systems and exchange privileges. The Marine Corps has issued implementing instructions. The Army, Navy, Air Force and Defense Agencies planned to issue instructions by September 1989, but have not. The DoD has directed that their efforts be accelerated. (OAIQ-AUD 82-029)

▪ **DoD Passenger Airlift.** Improvements in DoD passenger airlift have been made since a 1987 GAO report recommended changes to airlift procurement, management controls and security. A 1988 IG, DoD, inspection showed problems with management granting seat spacing requirements waivers. A study on seat spacing is being evaluated. Other corrective actions remain incomplete, including improvement of the passenger comment process and determination of appropriate functions and staffing levels of the Air Carrier Survey and Analysis Office. (GAO NSIAD-87-67) (Previously reported.)

▪ **Operational Support Airlift (OSA).** The development of a wartime requirement for OSA and the quantification of the number, mix and type of OSA aircraft needed to support that requirement, originally scheduled for completion in March 1986, has slipped four years. A definition of OSA has yet to be produced. (OAIQ-AUD 85-089) (Previously reported.)

▪ **Requirement to Update Environmental Protection Policy.** The DoD-wide policy on environmental protection has not been updated

since 1973, although legislation has imposed new requirements. Ineffective hazardous waste management and pollution control have become major concerns. The IG, DoD, and the GAO have identified the need for revised environmental guidance. A revised DoD directive was drafted to incorporate such guidance, but the expected publication date has been slipping since 1986. (GAO C-NSIAD-86-24; GAO NSIAD-84-5; OAIQ-INS 86-013) (Previously reported.)

▪ **Hazardous Materials Storage.** A 1983 audit found poor DoD storage guidance. The lack of familiarity with acceptable storage practices and inadequate storage facilities at some installations created dangers of explosion, fire and release of contamination. Action was initiated to issue a new DoD manual on the storage and handling of hazardous and toxic materials, which would include procedures for the cleanup of spills and precautions for outside storage. The manual would also establish standard codes for classifying hazards and matching them to the proper safety requirements. Although staffing of the manual was completed, publication has been held in abeyance due to regulation streamlining studies. (OAIQ-AUD 83-137) (Previously reported.)

▪ **Disposal of Polychlorinated Biphenyls (PCB).** The DoD has tried to find a disposal alternative for PCB contaminated items stored in Japan. Japan has no facilities for PCB disposal and the Environmental Protection Agency (EPA) does not allow the return of foreign-made PCB to the U.S. In June 1988, the DoD banned further procurement of such items overseas. There is a backlog of over 200 tons of equipment awaiting disposal and most of the items have been on hand for over 10 years. The DoD requested that EPA permit shipment back to the U.S., but it was disapproved in May 1989. The DoD continues to investigate alternatives, including disposal outside the U.S. or submission of another request to the EPA. (GAO NSIAD-86-24) (Previously reported.)

▪ **Continuity of Operations Plan (COOP)** A 1987 audit recommended preparation of risk assessments and a COOP for the data processing installation at the Pearl Harbor Naval Shipyard. An IG, DoD, inspection in November 1989 found that a test of the COOP had not been conducted. (OAIQ-AUD 87-065)

■ **Management of Controlled Substances.**

The Army has not published guidance to address deficiencies in medical facility management of controlled substances. In April 1988, the DoD reemphasized the need for more effective policies. The Army planned to take corrective action by revising a pharmacy management regulation, but the effort has been delayed. Publication of the regulation is now targeted for May 1990. (OAIQ-AUD 88-050)

■ **Vehicle Requirements.**

Since 1984, requirements for ammunition resupply vehicles have been uncertain. The Army initiated actions to develop ammunition planning factor rates which would serve as the basis for recomputation of vehicle requirements. Changes in approved requirements await the results of ongoing studies. (OAIQ-AUD 84-074) (Previously reported.)

In response to the Inspector General Act amendments of 1988, a listing of IG, DoD, audit reports on which action has been ongoing for 1 year or more after managers agreed to take action is at exhibit 3, pages 1-20 through 1-23.

FOLLOWUP SYSTEM REVIEWS

An oversight review of the Navy internal audit followup system by the IG, DoD, indicated that the Navy has taken vigorous, effective action to correct previously identified problems in its audit followup operations. The IG, DoD, commended the Navy for the progress and for the responsiveness of Navy followup officials to various additional recommendations made by the review team. The Inspector General and Auditor General of the Navy have been especially strong proponents of improved Navy followup effort.

EXHIBIT 3
STATUS OF IG, DoD, REPORTS OVER 12 MONTHS OLD WITH FINAL ACTION PENDING
(As of March 31, 1990)

Report Number	Report Date	Monetary Benefits (\$ in thousands)		Reason Action Not Completed	Primary Action Office
		Questioned Costs	Funds Put to Better Use		
81-055	2/25/81			2	P&L
82-029	11/10/81			2	P&L
83-098	4/11/83			2	P&L
83-137	6/3/83			2	P&L
84-002	10/25/83			2	Navy
84-058	3/26/84			2	Army
84-061	4/20/84			2	COMPT
84-074	4/18/84			2	Army
84-117	8/15/84			2	COMPT
84-139	9/28/84			2	FM&P, Air Force
85-050	11/14/84			2	P&L
85-056	12/24/84			2	P&L
85-089	4/19/85			2	PA&E
85-092	5/3/85			2	P&L
85-099	6/27/85			2	Army
85-104	7/26/85			2	Air Force
85-108	8/16/85			2	IIA
85-111	8/30/85	\$1,189		2	Army
85-116	9/18/85			2	DDR&E
85-802	8/16/85			2	P&L
86-002	10/9/85			2	Army
86-003	10/11/85			2	PA
86-042	11/18/85			2	DLA
86-056	1/23/86			2	PA&E
86-060	1/31/86	\$40		3	Air Force
86-061	1/31/86			2	DLA
86-067	2/18/86			2	P&L
86-075	2/28/86	\$202		3	Air Force
86-076	2/28/86	\$165		3	Air Force
86-077	2/28/86	\$137		3	Air Force
86-078	2/28/86	\$28		3	Air Force
86-079	2/28/86	\$133		3	Air Force
86-111	7/23/86			2	P&L
86-131	8/28/86			1	Army, Navy
87-027	10/24/86			2	P&L
87-028	10/27/86			2	Army
87-059	12/17/86			2	Navy
87-065	1/6/87			2	Navy
87-087	2/17/87			2	DDR&E
87-109	4/2/87			2	USD(A)

Reason Action Not Completed:

1. Long-term corrective action on schedule.
2. Management action slipped significantly from originally estimated completion date.
3. Formal administrative or judicial appeal.

Report Number	Report Date	Monetary Benefits (\$ in thousands)		Reason Action Not Completed	Primary Action Office
		Questioned Costs	Funds Put to Better Use		
87-117	4/7/87	\$242		2	Air Force
87-124	4/9/87			2	USD(P)
87-140	5/6/87			2	P&L
87-141	5/7/87			2	Navy
87-145	5/12/87			1	P&L
87-153	5/21/87	\$31		2	DCAA
87-157	5/22/87			2	P&L
87-169	6/18/87	\$85		3	Navy
87-172	6/18/87	\$30		2	Army
87-175	6/19/87			2	DNA
87-177	6/19/87			2	Navy
87-190	7/13/87			1	DDR&E
87-197	7/24/87			2	P&L
87-199	7/29/87	\$25		2	Air Force
87-205	7/29/87	\$2,885		2	Air Force
87-208	7/31/87			2	COMPT
87-210	7/31/87			2	P&L
87-211	7/31/87			2	DLA
87-212	7/31/87			2	P&L
87-220	8/14/87			2	Navy
87-222	8/18/87		\$854	3	Army
87-223	8/20/87			2	DLA
87-226	8/26/87			1	Air Force
87-227	8/31/87			2	DMA
87-230	9/2/87			2	Navy
87-231	9/4/87	\$91		2	Air Force
87-236	9/15/87			2	Air Force
88-025	10/13/87			2	DDR&E
88-038	10/20/87	\$715		2	Navy
88-041	10/22/87		\$100	2	Army
88-045	11/4/87			2	Army
88-047	11/6/87			2	Army
88-050	11/23/87			2	Army
88-053	11/30/87			2	Army, Navy, AF
88-056	12/4/87			1	COMPT
88-057	12/8/87	\$1,114		2	Army
88-067	1/6/88		\$20,000	2	FM&P, DLA
88-069	1/12/88			2	DLA
88-071	1/19/88			2	Air Force
88-079	1/27/88			3	DLA

Reason Action Not Completed:

1. Long-term corrective action on schedule.
2. Management action slipped significantly from originally estimated completion date.
3. Formal administrative or judicial appeal.

Report Number	Report Date	Monetary Benefits (\$ in thousands)		Reason Action Not Completed	Primary Action Office
		Questioned Costs	Funds Put to Better Use		
88-080	2/1/88			2	USD(P)
88-083	2/4/88	\$5,356		2	Army
88-087	2/16/88	\$7,375		2	Air Force
88-089	2/26/88	\$244		3	Army
88-092	3/1/88			1	DLA
88-098	3/9/88	\$321		3	Army
88-103	3/15/88			2	DLA
88-106	3/18/88	\$658		2	Army
88-109	3/21/88			2	USD(A)
88-112	3/22/88			2	USD(A), Army
88-114	3/30/88	\$10,500		3	Army
88-115	3/30/88		\$71,200	2	DLA
88-118	4/1/88			2	P&L
88-121	4/5/88			2	DMA
88-122	4/5/88			2	USD(P)
88-124	4/6/88	\$3,239		3	Army
88-126	4/7/88			2	USD (A)
88-131	4/13/88		\$9,000	2	ISA
88-137	4/19/88			2	DLA
88-138	4/21/88	\$287		2	Army
88-140	4/27/88			2	P&L
88-141	4/29/88		\$24,600	2	Army
88-143	5/6/88			2	P&L, Navy, DLA
88-144	5/9/88			1	Navy
88-145	5/9/88	\$86		2	DLA
88-148	6/20/88			2	P&L
88-151	6/1/88			2	Army
88-153	5/23/88		\$34,600	1	Navy
88-156	5/25/88			2	FM&P
88-157	5/26/88			2	Army
88-158	5/31/88			2	DMA
88-159	5/27/88			1	P&L, Army
88-164	6/13/88			2	DCA
88-168	6/13/88			2	DCA
88-171	6/16/88			1	Air Force
88-177	7/8/88			2	Army
88-178	7/8/88		\$1,908	2	Army, AF
88-179	7/8/88			2	Army, Navy, AF

Reason Action Not Completed:

1. Long-term corrective action on schedule.
2. Management action slipped significantly from originally estimated completion date.
3. Formal administrative or judicial appeal.

Report Number	Report Date	Monetary Benefits (\$ in thousands)		Reason Action Not Completed	Primary Action Office
		Questioned Costs	Funds Put to Better Use		
88-184	7/22/88	\$3,342	\$1,235 \$677	2	Army Navy, AF
88-185	7/25/88			1	P&L
88-186	7/28/88			2	DLA
88-188	8/5/88			2	PACOM
88-189	8/5/88			3	Army, Navy, AF, DLA
88-190	8/8/88			2	Army, Navy
88-195	8/22/88			2	P&L
88-198	9/2/88			1	Air Force
88-200	9/13/88			2	USD(A)
88-201	9/13/88			1	DDR&E, AF
88-206	9/27/88			2	Navy

Reason Action Not Completed:

1. Long-term corrective action on schedule.
2. Management action slipped significantly from originally estimated completion date.
3. Formal administrative or judicial appeal.

Acronyms:

COMPT - Comptroller
DCA - Defense Communications Agency
DDR&E - Dir, Def. Research & Engineering
DLA - Defense Logistics Agency
DMA - Defense Mapping Agency
DNA - Defense Nuclear Agency
EUCOM - European Command
FM&P - Force Management and Personnel

HIA - Health Affairs
ISA - Installation Support Agency
PA - Public Affairs
PACOM - Pacific Command
PA&E - Program Analysis and Evaluation
P&L - Production and Logistics
USD(A) - Under Secretary of Def. for Acquisition
USD(P) - Under Secretary of Def. for Policy

CHAPTER 2

CONTRACT AUDITS

The IG, DoD, formulates contract audit policy, provides oversight and coordinates DoD contract audit followup efforts.

The Defense Contract Audit Agency (DCAA) was established as a separate agency in the DoD to offer independent contract audit and financial advisory services to DoD components. It operates under the general direction and control of the Comptroller, Department of Defense.

DCAA offers contract audit services on a reimbursable basis to other Government agencies at contractor locations where the DoD has a continuing audit interest, or where it is more economical from a Governmentwide standpoint. Over 90 percent of DCAA audit work is done, however, for the DoD.

The U.S. Army Corps of Engineers audits civil works contracts.

ACCESS TO CONTRACTOR RECORDS

This is the fourth consecutive Semiannual Report to the Congress in which we have pointed out a need for legislation to provide contract auditors with the authority to obtain records required to comply with Government Auditing Standards issued by the Comptroller General. The existing legislation has several shortcomings that are addressed more fully in Chapter 6, page 6-2.

DEFENSE CONTRACT AUDIT AGENCY

Audit Results

The results of DCAA auditing for the Federal Government are shown in exhibits 4 and 5, page 2-3.

Significant DCAA Audits

Incurred Cost Audits - *A review of the direct and indirect costs charged to Government contracts, and Government policies and procedures that influence and control such costs.*

Capital Equipment

A review of a contractor's incurred cost submission resulted in savings of \$4.1 million.

The contractor classified capital equipment items as indirect material and supplies. The Federal Acquisition Regulation (FAR) requires the contractor to capitalize the equipment and amortize the cost over the life of the asset. The audit also found that the contractor claimed selling costs incurred in connection with foreign military sales, which is not allowable under the FAR. During negotiations, the contracting officer sustained the auditor's recommended reductions.

Corporate Aircraft Costs

A review was made of a cost-benefits analysis performed by a contractor to justify the reasonableness of aircraft costs charged to Government contracts. The contractor's analysis considered aircraft performance records, availability of scheduled commercial airline service and cost related to time savings of key personnel. The audit found that the contractor overstated the time saved by key employees by using corporate aircraft instead of commercial airlines. As a result, the audit concluded that aircraft costs were not reasonable.

In addition, some aircraft costs were more identifiable to commercial products and not chargeable to Government contracts. The contracting officer negotiated a \$4 million reduction in corporate aircraft charges.

Billing System

An audit found that a contractor had not adjusted its progress payment billing system to account for the difference between estimated corporate office expense and the amount actually incurred for the year. In such a case, the contractor is required to adjust billings to actual costs and to credit the Government for interest realized on the over billings. Based on the audit recommendation, the contractor reimbursed the Government \$258,000.

Indirect Costs

A review of a contractor's allocation of indirect costs between commercial and Government segments resulted in savings of \$62.3 million. The distribution of indirect costs was not proportional to the benefits received on contracts or related to the cause of incurring the costs. The nonhomogeneous cost pools increased Government contract costs and the contractor's practices were not in compliance with cost accounting standards.

Misclassified Costs

By reviewing the contractor's performance records on seven contracts, the auditor found that engineering efforts were misclassified as production efforts. The contractor also commingled the cost history of other similar production to use as the basis for negotiation of the awarded contracts. Since the commingled data was not disclosed to the Government negotiator, and the adjusted production data supported lower direct labor costs, the production requirements were overstated. A price reduction of \$8.5 million was negotiated.

Forward Pricing Proposal Audits - *A review of estimated future costs of proposed contract prices, proposed contract change orders, costs for redeterminable fixed-price contracts, and costs incurred but not yet covered by definitized contracts.*

Material Purchases and Quantity Discounts

A review of a contractor's firm-fixed-price proposal resulted in savings of \$150.4 million by negotiating a reduced contract price. The

contractor did not consider prior purchases of material or quantity discount breaks. The direct labor hours were not supported by recent historical data on similar contracted effort and the proposed labor hours included effort that should have been classified as indirect.

Warranty Costs

An audit showed that a contractor had erroneously included warranty costs that were to be provided at no cost to the Government. The direct labor hours were also not supported by historical data on similar contracted effort. The auditor and the Government technical representative determined that the contractor's labor requirements and escalation factors were unreasonable. Based on the audit, the contracting officer negotiated a \$23.2 million reduced contract price.

Defective Pricing Audits - *A review to determine whether contracts are based on current, complete, and accurate cost or pricing data (the Truth in Negotiations Act).*

Indirect Rate Information

A contractor had available lower indirect rate information that was not disclosed to the Government during negotiations. The contractor contended that the rate information, while not made available, was separately identified and submitted. The Truth in Negotiations Act requires the contractor to disclose the most current data available when negotiating. The contractor also had the responsibility to disclose the impact of the lower rates on the proposal. Since the lower rate information was not used, the contractor's proposal was overstated. A contract price reduction of \$1.2 million was made.

Performance Records

A contractor did not disclose its most recent purchased material vendor quotes during negotiations. The vendor quotes were lower than the corresponding estimates used in the contractor's proposal and would have resulted in a lower contract price. A price reduction of \$1 million was achieved on the contract.

EXHIBIT 4 1/
CONTRACT AUDIT REPORTS ISSUED
DEFENSE CONTRACT AUDIT AGENCY
(For the 6-month Period Ending March 31, 1990)

Type of Audit	Reports Issued	Amount (\$ in millions)		
		Examined	Disallowed Costs	Funds Put to Better Use 4/
Incurring Costs	16,405	\$34,447.5	\$598.4	N/A
Forward Pricing Proposals	10,180	78,658.4	N/A	\$6,709.7
Cost Accounting Standards	2,234	131.1	72.7	N/A
Defective Pricing 2/	910	0.0	270.0	N/A
Other 3/	78	0.0	0.0	N/A
Total	29,807	\$113,237.0	\$941.1	\$6,709.7

1/ Because of the short time between data availability and legislative deadline, exhibit data may change based on subsequent DCAA authentication.

2/ Defective pricing dollars examined are not reported because they are considered a duplication of forward pricing dollars reported as examined.

3/ Includes contract coordination programs, GAO activity, special projects and studies, and suspected irregular conduct cases.

4/ Cost avoidance.

EXHIBIT 5 1/
CONTRACT AUDIT REPORTS CLOSED 2/
DEFENSE CONTRACT AUDIT AGENCY
(For the 6-month Period Ending March 31, 1990)

Type of Audit	Reports Closed	Amount (\$ in millions)		
		Audit Exceptions	Disallowed Costs	Funds Put to Better Use 3/
Incurring Costs	1,146	\$317.4	\$175.2	N/A
Forward Pricing Proposals	3,809	3,266.2	N/A	\$1,234.1
Cost Accounting Standards	17	7.2	3.8	N/A
Defective Pricing	178	107.4	27.4	N/A
Total	5,150	\$3,698.2	\$206.4	\$1,234.1

1/ Because of the short time between data availability and legislative deadlines, exhibit data may change based on subsequent DCAA authentication.

2/ Reports issued to procurement and/or administrative contracting officers that had audit exceptions upon which final contracting officer decisions were rendered during the period. Reported benefits are based on contracting officer decisions and are subject to later change where contractors have appealed disputed items to the Armed Services Board of Contract Appeals, or where other litigation is pending. Estimated net savings of \$313.5 million are associated with such pending cases as follows: Incurring Costs - \$250 million; Cost Accounting Standards - \$25.6 million; Defective Pricing - \$37.9 million.

3/ Cost avoidance.

Operations Audits - *An evaluation of an organizational unit or function within a contractor's business to determine whether efficient and economical methods are used in the performance of Government work. Operating audits include the review and evaluation of policies, procedures, controls, and performance to assure that a reasonable level of cost efficiency is achieved to accomplish contract requirements. Audit exceptions are reported as cost avoidances when identified with unnecessary or inefficient operations. When the audits disclose instances of mischarging or improper accounting, the audit exceptions are reported as costs questioned.*

Legal Support Costs

A contractor billed the Government for employee salaries and legal costs related to suspension and debarment proceedings which are unallowable under the Federal Acquisition Regulation (FAR). The FAR requires the contractor to identify and exclude these billings from Government reimbursement vouchers. The contractor insisted that the records and related documentation on specific employees were protected under the attorney client and attorney work product privileges. The auditor contended that the denial of the records was unreasonable since they were cost or pricing data. Assisted by the contracting officer, the records and supporting documentation were obtained. Based on the audit, the contractor refunded the Government \$623,000.

Terminated Contracts

A review of two terminated contracts resulted in savings of \$15.9 million. The contractor claimed losses on land values, unrealized contract profits and unrealized losses on land improvements, all of which are unallowable under Federal regulations. The contracting officer sustained the recommended reductions.

Purchased Asset Value

A contractor stepped up the value of purchased assets to reflect fair market value and charged the additional depreciation, amortization and cost of money to Government contracts. The

auditor contended that it was not in the Government's best interest to share in the increased costs resulting from stepped up asset values. Subsequently, the audit position was sustained and the Government saved \$203 million.

Material Transfers

A contractor's interdivisional material cost transfers to Government contracts were not based on costs as required by the FAR. The contractor used full material selling prices of the commercial division, including profits as the basis of the transfers, causing more cost and profit to be negotiated on the Government contracts. Based on the audit results, the contractor refunded the Government \$6.5 million.

Claims Audits

Unsubstantiated Costs

A review of eleven equitable adjustment claims on a contract found that the contractor claimed costs that were unsubstantiated, erroneous or duplicative. The claimed costs were not reconcilable to contractor cost records and were not based on actual costs. The contracting officer supported the audit and the matter was referred to the Armed Service Board of Contract Appeals. The contractor subsequently agreed to an out of court settlement of \$2.9 million.

Termination Settlement

A contractor erroneously claimed costs related to common items, applied overhead rates to settlement expenses, reclassified general and administrative expenses to factory overhead, and included settlement expenses as other direct costs. The contracting officer support the audit findings and the contractor agreed to a settlement of \$3.6 million.

Labor and Material Costs

A contractor claimed labor and material costs incurred due to alleged defective Government furnished materials and delays caused by the

Government. Using graphic and computational analysis, the auditor showed that the claim included indirect unallowable expenses and production-related productivity losses not obligated to be paid by the Government. The Government realized a savings of \$2.7 million.

Professional Liability Insurance (PLI)

A contractor's claim included PLI premiums based on a method of allocation to Government contracts not supported by procurement regulations. The contractor's distribution of PLI was not proportional to the benefits received on Government contracts which increased the costs allocated to the contracts. The review of the claim resulted in Government savings of \$20.9 million.

U.S. ARMY CORPS OF ENGINEERS (CoE)

Auditors issued 131 reports that examined over \$300 million (exhibit 6, below, and exhibit 7, page 2-6).

Significant CoE Audits

Excavation and Disposal of Embankments

Auditors reviewed a contractor proposal for excavation and disposal of embankments at the Gray's Landing and Dam Project. The contractor asserted that there were defective specifications and differing site conditions associated with the project. The auditors questioned over \$165,000 of the proposed costs, all of which were sustained by the contracting officer.

Equitable Adjustment Claim

An audit of an equitable adjustment claim for about \$3.1 million found questioned costs, unsupported costs and unresolved costs of over \$2.7 million. The questioned costs involved the method used by the contractor to price overhead and profit, an option to buy rental equipment through a contractor controlled rental company and miscellaneous revenues. The claim was settled through mediation with a lump sum payment of \$1,155,700.

EXHIBIT 6
CONTRACT AUDIT REPORTS ISSUED
U. S. ARMY CORPS OF ENGINEERS
(For the 6-month Period Ending March 31, 1990)

Type of Audit	Reports Issued	Amount (\$ in millions)		
		Examined	Disallowed Costs	Funds Put to Better Use ^{1/}
Incurring Costs	63	\$206.5	\$14.6	N/A
Forward Pricing Proposals	52	70.6	N/A	\$5.1
Defective Pricing	7	13.1	.4	N/A
Other	<u>9</u>	<u>14.8</u>	<u>.8</u>	<u>N/A</u>
Total	131	\$305.0	\$15.8	\$5.1

^{1/} Cost avoidance.

EXHIBIT 7
CONTRACT AUDIT REPORTS CLOSED
U. S. ARMY CORPS OF ENGINEERS
(For the 6-month Period Ending March 31, 1990)

Type of Audit	Reports Closed	Amount (\$ in millions)		
		Audit Exceptions	Disallowed Costs	Funds Put to Better Use
Incurring Costs	33	\$1.4	\$.8	N/A
Forward Pricing Proposals	36	2.2	N/A	\$1.5
Defective Pricing	4	.1	--	N/A
Other	7	1.1	1.0	N/A
Total	80	\$4.8	\$1.8	\$1.5

IG, DoD, CONTRACT AUDIT POLICY AND OVERSIGHT

The Assistant Inspector General for Audit Policy and Oversight provides policy for and oversight of the contract audit organizations in the DoD.

This office also coordinates IG, DoD, comments on proposed changes to acquisition regulations. The office provided advice to the investigative organization and expert witnesses on contract audit matters to the Department of Justice.

The office issued two contract audit policies and four oversight reports on the DCAA. The content of those policies and reviews follow:

▪ **Policy Memorandum No. 3 - DoD**

Contract Audit Policy. The policy clarifies the responsibility of the IG, DoD, for providing policy direction to the DoD contract audit organizations and requires the audit agencies to coordinate their internal procedure changes that affect audit policy with the OIG, DoD.

▪ **Policy Memorandum No. 4 - Access to Records.** The policy requires contract auditors to review all contractor records necessary to comply with the Government Audit Standards as revised in 1988 and specifies the types of records contract auditors should have access to in order to comply with the standards.

▪ **Report on the Followup Oversight Review of the DCAA Audits of Indirect Expenses at Major Contractors (APO 90-001).** The review found that the certification requirement of Public Law 99-145, has resulted in more reliable contractor indirect expense claims. The DCAA audits are not disclosing as much unallowable expenses as they were prior to certification. By ensuring that contractors' procedures for removing unallowable items from claims are adequate, the DCAA can better utilize its resources in reducing the audit backlog of indirect expenses. Recommendations were made for the DCAA to revise audit risk analysis, planning procedures, and guidance focusing audit effort on evaluating the contractors' screening procedures.

▪ **Report on the Operations Audits Performed by the DCAA (APO 90-003).** The review indicated that the DCAA is performing many of its operations audits as joint efforts with the contract administration offices under the "Cost Monitoring Coordinator" program required at major contractor locations. The joint efforts have resulted in more effective and efficient reviews and reduced duplication of effort.

▪ **Report on the Followup Oversight Review of the DCAA Management Information System (APO 90-004).** The DCAA has generally implemented the agreed to

recommendations in our previous reports. It has, however, failed to caveat the Semiannual Report for the amount of savings reflected by unilateral decisions of the contracting officer that are subsequently appealed by contractors. The review of the March 31, 1988 Semiannual Report continues to show the need for greater care by the auditors in analyzing negotiation memoranda to determine the appropriate savings and awareness of the proper procedures for calculated savings. Significant inaccuracies in the statistics reported were found. Based on a statistical sample of the savings reported in the March 31, 1988 report, \$288 million was overstated, or 10 percent of the amount reported. Corrective actions are being taken.

■ **Interim Report on Oversight of DCAA Referrals of Equitable Adjustment Claims for Violations of the False Claims Act.** The review found that 29 percent of the audits were of improperly prepared claims. The claims were highly suspicious of violating the False Claims Act. Even though the contracts were completed and actual costs of performance were known, the audit found that the claims were completely unsupported. The audit reports provided little factual information that could be used to settle the claims. Because factual data was not examined, the basis for an investigative referral was not possible.

Contractor Risk Assessment Guide (CRAG) Program

The IG, DoD, originated the CRAG program in 1988 in conjunction with other DoD components and industry. The CRAG spells out DoD control objectives and ways of implementing appropriate control systems in specific high risk areas. The program encourages coordination of Government and contractor audit planning, with the expectation that the DoD will reduce direct oversight effort whenever the contractor can demonstrate that adequate control systems exist.

The IG, DoD, urges contractors to participate. Thus far, participation has been disappointing (about 12 major contractors), however, numerous success stories have come to our attention and we are optimistic that many skeptical contractors will be won over by them. The DCAA, Comptroller, Defense Logistics Agency, Institute of Internal Auditors, and Council of Defense and

Space Industries Association have shown strong support for the program. Success stories to date include:

►General Dynamics-Convair Division, implemented all five chapters of the CRAG. They improved their internal control systems which substantially reduced the audit risk. The DCAA redirected over 1,700 audit hours to other areas to reduce the backlog of overhead audits.

►At McDonnell Aircraft Company the DCAA eliminated 18 planned defective pricing audits totaling 5,400 hours because of contractor initiated estimating improvements. McDonnell performed internal audits, self-initiated defective pricing audits and made voluntary refunds of identified overpricing.

►Martin Marietta Astronautics Group implemented CRAG areas and several non-CRAG areas. Because the DCAA could rely on these actions, over 2,700 hours will be reduced from planned DCAA audits. The DCAA will use the time saved to audit the backlog of incurred costs that was unplanned.

In 1990, the DoD, defense contractor associations and professional audit organizations will cosponsor new joint efforts to expand participation in the CRAG.

DEPARTMENT OF DEFENSE MANAGEMENT AUDIT FOLLOWUP STATUS REPORT (Contract Audit)

The IG, DoD, conducts oversight reviews to make sure DoD components implement policies for timely, properly documented settlement of contract audit issues. Members of the IG, DoD, followup staff visited 25 acquisition offices to determine the adequacy of followup procedures at those locations. A number of ongoing reviews will be concluded in the next semiannual reporting period.

The DoD contracting organizations reported 774 significant, postaward DCAA contract audit reports over 6 months old as undecided as of March 31, 1990. Those reports have questioned costs of \$1.7 billion. The high number of undecided reports is a source of considerable concern. ■

CHAPTER 3

CRIMINAL INVESTIGATIONS

The Department's criminal investigative organizations are the Defense Criminal Investigative Service (DCIS)--an arm of the IG, DoD--the Army Criminal Investigation Command (CIDC), the Naval Investigative Service Command (NIS) and the Air Force Office of Special Investigations (AFOSI). These organizations investigate fraud against the

DoD, homicide, assault, drug violations and property crimes. The NIS and the AFOSI also conduct counterintelligence investigations.

This chapter gives summary statistics and selected fraud cases investigated by the DCIS, CIDC, NIS and AFOSI. It also provides IG, DoD, criminal investigation policy and oversight activities.

Exhibits 8,9 and 10, on pages 3-4, 3-7 and 3-9, respectively, show information on investigative case loads and the results achieved during this period. The exhibits do not reflect the results of general investigations or counterintelligence activities.

SIGNIFICANT FRAUD CASES

Product Substitution

Hose Assemblies

An investigation resulted in guilty pleas to criminal charges by Hoseco Incorporated, aka. Signal Hill Corporation, and its president, who manufacture hoses, hose assemblies and related fittings used in the F-111 bomber, the F-16 fighter aircraft missile systems, trident submarines, tracked vehicles and helicopters. The corporation provided substandard, defective hose assemblies, but billed the Government for high quality, high priced hoses. Prior to shipment, at the direction of the corporation's president, the markings were removed to preclude detection of product substitution.

Hoseco could be fined \$500,000. The corporate president could be fined \$100,000 and sentenced to one year in jail. (DCIS)

Control Valves

Seventeen individuals were convicted after a task force investigation, initiated after a voluntary disclosure, revealed product substitution, kickbacks and mischarging. The 17 individuals were employees of Target Rock, Inc., a wholly owned subsidiary of Curtiss-Wright Corporation, and employees of subcontractors and suppliers. Target Rock manufactures hydraulically operated control valves for use in Navy nuclear reactors. Two employees used an unapproved machining process to produce the valves. They concealed the process by producing invoices from a fictitious company showing the correct work was done. Navy testing showed no safety hazard resulted from the substitution. The other individuals were convicted of tax evasion, false statements, conspiracy and mail fraud.

The sentences to date range from 2 months' probation for defendants who cooperated in the investigation to 3 years in jail and \$100,000 in fines for each of the principals in the scheme. (NIS/DCIS)

Defective Helicopter Parts

R & R Precision Company manufactured main rotor shaft nuts for Air Force helicopters. These parts, according to Air Force officials, are the single most critical part on H-3 helicopters. If they fail the rotor will fall off.

The company president, Bob Rawlings, was convicted and sentenced to two years in jail for knowingly manufacturing defective main rotor



An F-16 launches an AMRAAM (DoD Photo)

nuts. In addition, Rawlings must serve three years' probation and pay \$20,000 in restitution. (AFOSI)

Gear Assemblies

The owner of DEET Enterprises and his son, the owner of APT Manufacturing, Inc., manufactured metallic components for gear assemblies used in various DoD weapons systems. They supplied the Government with nonconforming defective parts made of inferior materials. The items are critical and could result in life-threatening situations if they were used.

A criminal information was filed charging two counts of false claims and two counts of conspiracy. Both owners face up to five years in jail for each count and fines of nearly \$1.5 million. The owner of APT has agreed to make restitution of nearly \$283,000. The owner of DEET has agreed to make restitution of about \$58,000. (DCIS)

Substandard Asphalt

Sierra Ready Mix and Materials Company

supplied asphalt to the Army Corps of Engineers with laboratory reports proving that the asphalt met contract specifications. The company altered the laboratory reports which originally showed that the asphalt did not meet the specifications.

The company was fined \$25,000 and paid \$45,000 in restitution and investigative costs. (CIDC)

Defective Weapons Parts

The J.C. Manufacturing Company and six individuals pleaded guilty to multiple charges after an investigation established that they provided defective breech bolts for the M16 rifle and the M60 machine gun, as well as defective launch tubes for the M203 grenade launcher.

The defendants were sentenced to jail terms ranging from 1 to 3 years and paid \$55,000 in restitution. The company and the individuals were debarred from receiving future contracts. The current contracts were terminated. (DCIS)



Marines equipped with M-16s and M-203 grenade launchers (DoD photo)

Substandard Fasteners

A joint investigation resulted in a guilty plea by Lawrence Engineering and Supply, Inc., and two company officials. They pleaded guilty to charges of conspiracy to defraud the Government and making false statements on Government contracts. The contracts supplied fasteners for use in manufacturing tanks, armored personnel carriers, aircraft structural assemblies, missiles and the space shuttle. Lawrence submitted falsified test data to show the fasteners met specifications when in fact they did not.

The company paid fines and restitution of \$625,000 and was suspended from receiving future contracts. The officers await sentencing. (NIS/AFOSI/DCIS)

Substandard Springs

The Betts Spring Company and Kenneth Meeks, an employee, were indicted for submitting falsified test results for torsion leaf springs used in constructing Marine Corps amphibious assault vehicles. The substandard springs created a safety hazard for Marines operating the vehicles.

The company and the employee face maximum fines of \$130,000 and Meeks faces a possible 65 years in jail. (NIS)

Defective Pricing

Overpriced Aluminum

Boeing Military Airplanes Corporation had twelve contracts to replace the aluminum skins of KC-135 transport and refueling aircraft. The company told the Government that the cost of aluminum was 12 to 13 percent higher than it was actually paying its suppliers for the product.

A civil settlement of \$13 million was reached. (DCIS)

Navy Aircraft

The McDonnell Aircraft Company agreed to an administrative settlement of \$12.2 million.

The investigation disclosed that the company provided false and inaccurate data during contract negotiations for purchase of aircraft by the Navy. The Department of Justice declined criminal/civil action in lieu of the settlement. (NIS)

Data Concealed In Negotiation

RCA Aerospace and Defense Automated Systems, a part of the General Electric Company, concealed information during a contract negotiation. The information pertained to actual labor hours required for the



Amphibious assault vehicles maneuver after crossing a body of water. (DoD photo)

EXHIBIT 8
INVESTIGATIVE CASE RESULTS
(For the 6-month Period Ending March 31, 1990)

CASE RESULTS	Totals for Period		
	DoJ	DoD	Local/State/ Foreign
Litigation Results			
Indictments			
DCIS	153	18	11
Military Services	114	492 ^{1/}	64
Joint DCIS/Services	4	9	
Convictions			
DCIS	119	1	4
Military Services	152	331	115
Joint DCIS/Services	3	5	
Pretrial Diversions			
DCIS	4		4
Military Services	13		
Joint DCIS/Services	2		
Article 15s			
DCIS			
Military Services		334	
Joint DCIS/Services		9	
Civil Settlements/Judgments			
DCIS	24		
Military Services	113	N/A ^{2/}	
Joint DCIS/Services	1		
Monetary Outcomes			
Fines/Forfeitures			
DCIS	\$28,477,461	\$54,028	\$4,234
Military Services	605,806	4,217,954	2,432,514
Joint DCIS/Services	18,818,251		
Restitutions			
DCIS	5,481,710		400
Military Services	3,832,283	208,880	42,019
Joint DCIS/Services	263,600		
Recoveries ^{3/}			
DCIS		46,275,558	
Military Services		46,057,953	
Joint DCIS/Services		9,132,541	
Civil Settlements/Judgments			
DCIS	23,899,392		
Military Services	56,738,422	N/A ^{2/}	
Joint DCIS/Services	950,000		

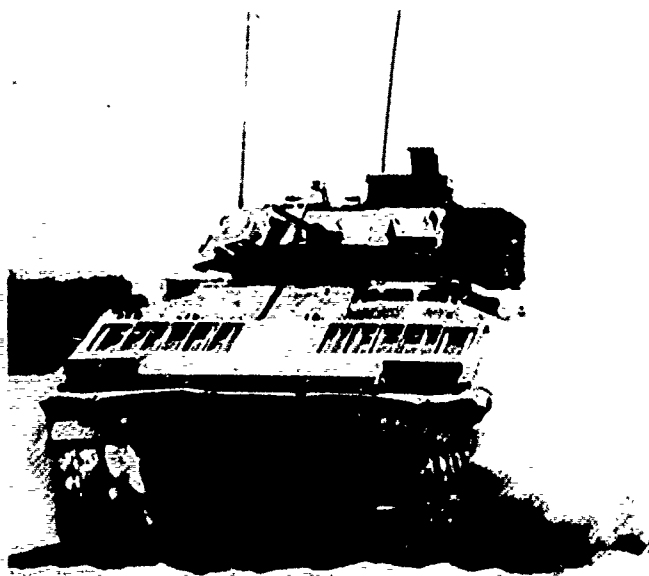
^{1/} Represents that an Article 32 officer has recommended a court martial to the convening authority.

^{2/} Military command is not responsible for civil settlements or judgments.

^{3/} Includes dollars returned to the Government under administrative procedures or recovered during the investigation.

manufacture and assembly of adaptor kits for the M-1 tank and diagnostic test kits for the Bradley Fighting Vehicle.

The Army Tank-Automotive Command overpaid the company by about \$250,000, based on inaccurate data provided during the negotiation. The company repaid \$900,000 as a result of an out of court settlement reached with the Government. (CIDC)



M2-3 Bradley Fighting Vehicle (DoD Photo)

Cost Mischarging

Labor Costs Mischarged

Aerojet General Corporation filed a voluntary disclosure report indicating that labor costs were mischarged on an Army Communications - Electronics Command contract.

The company paid \$311,000 with the disclosure. Verification established that an additional \$278,000 in mischarging took place. A civil settlement resulted and the company paid the additional amount. (CIDC)

Manpower Costs Overcharged

Felec Services, Incorporated, a subsidiary of ITT, provided the Air Force with levels of manpower

for work performed on the Distant Early Warning (DEW) Line Radar System.

The contractor improperly accounted for non-work days of some employees, thereby overstating the actual manpower level. The company was supposed to credit the Air Force when manning fell below the established level.

A \$4.25 million settlement was reached. (AFOSI)

Labor and Material Costs Mischarged

The Department of Justice negotiated a \$2.5 million settlement with Avondale Industries, Inc., a predecessor of Avondale Shipyards, Inc.

An investigation established that 34 employees of Avondale Shipyard shifted labor costs and welding material costs to Navy contracts. The 34 employees were previously convicted in a state or federal court. (NIS)

Bid Rigging

School and Military Dairy Products

Borden, Incorporated, and the Southland Corporation pleaded guilty to multi-count felony informations. They conspired to rig school and military dairy product bids in several Florida and Georgia counties and in the Commonwealth of Puerto Rico.

Borden will pay \$5.5 million and Southland will pay \$6 million in fines and civil settlements. (DCIS)

Construction Project

The T.L. James and Company, Incorporated (TLJ), pleaded guilty to rigging bids on an Army Corps of Engineers dredging construction project.

The company suppressed and eliminated competition for the award and performance of the hydraulic cutter head beach nourishment project in Delray Beach, Florida. The project was allocated to a co-conspirator and collusive, non-competitive, rigged bids were submitted.

TLJ paid a criminal fine and civil damages of \$1.2 million. (DCIS)

Construction In Japan

The Department of Justice, Civil and Antitrust Divisions, negotiated a \$32.7 million settlement agreement with 99 construction contractors in Japan. The settlement resulted from an investigation into a collusive bidding scheme by approximately 140 Japanese construction contractors.

The contractors regularly met and determined the bid amounts and the winner on approximately 240 Navy construction contracts. The Japanese Fair Trade Commission cooperated in the investigation, ordering \$2.2 million in fines be paid to the Japanese Government. Another 70 companies were warned against continuing anti-competitive practices. (NIS)

False Claims and False Statements

False Progress Payments

Two principals of SME Prime Company, Inc. conspired to obtain funds from the Government by submitting false claims for progress payments under two fixed price contracts for producing parts for M60 tanks. The subjects intentionally underbid on the contracts. They maintained false records to show progress and obtained

progress payments amounting to 95 percent of the total due under the two contracts. The company then defaulted on the contracts after receiving \$269,459 in progress payments.

One of the subjects pleaded guilty and was sentenced to 6 months in a community treatment facility, 5 years' probation and 200 hours community service. Restitution to the Army was ordered in the amount of \$293,438. (CIDC)

Flight Data Transmitters

A task force investigation by the AFOSI, DCIS, NIS and the Federal Bureau of Investigation, resulted in a guilty plea by Northrop Corporation for making false statements to the Air Force and the Navy. The manager of Northrop's Western Services Division also pleaded guilty.

False certificates of conformance were submitted to the Government for flight data transmitters used on the air launched cruise missile and the rate sensor assemblies used on Harrier jets. Northrop did not perform the required component testing but certified that the tests had been conducted and that the parts met all requirements. The critical items could have resulted in life-threatening situations if they had been used.

Northrop agreed to pay fines of \$17 million. The manager faces up to 40 years in jail and \$80,000 in fines. (AFOSI/DCIS/NIS)

Failure to Test

A joint investigation conducted by the DCIS and the NIS resulted in a civil settlement with the Elano East Corporation, a subsidiary of the General Electric Company (GE).

Elano East manufactures tubing parts which are sold to GE for use in military jet engines. The parts had not been tested, but Elano East certified that they had been.



M-60s move along desert tank trails. (DoD Photo)

EXHIBIT 9
INVESTIGATIVE CASE RESULTS
(Administrative Actions)
(For the 6-month Period Ending March 31, 1990)

Administrative Actions	Investigative Activity		
	DCIS	Military Services	Total
Contractor Actions ^{1/}			
Debarments			458
Suspensions			187
Other Actions ^{2/}	12	109	121
Personnel Actions ^{3/}			
Reprimands	1	190	191
Demotions	1	12	13
Terminations	4	137	141
Other ^{4/}	14	473	487
Management Actions	6	50	56

^{1/} Suspensions and debarments reflected are the results of investigations, and other information brought to the attention of the DoD.

^{2/} Includes terminations and rescissions, reimbursements, recoupments, and other contract actions taken under administrative procedures.

^{3/} Only those resulting from investigative activities.

^{4/} Includes administrative discharges and dismissals, counseling, and any other punitive personnel actions taken as a result of the investigation, except discharges resulting from military court action.

Noncertified testers performed testing functions and noncertified welders performed welding functions. Also, an Elano East production manager substituted rejected parts on a Government shipment.

The amount of the settlement was \$1.1 million. (DCIS/NIS)

False Claim

Brown Brothers, Inc. was contracted to complete a civil works project for the Army Corps of Engineers, Detroit District. The firm completed the work and submitted a \$7 million claim.

An investigation established that the claim contained numerous misrepresentations of fact and false statements. A settlement was reached in which \$6.9 million of the claim was not paid. The firm was debarred from receiving future Government contracts. (CICD)

Munitions Contract

Richard Marcinko, a retired Naval officer and a former commanding officer of a Navy SEAL team, and Charles Byers, the President of Accuracy Systems Inc., were convicted of multiple offenses on a munitions contract. Marcinko conspired with Byers to overcharge the Government \$100,000 on a contract to purchase grenades. Byers paid a portion of the overcharge to a company established by Marcinko and other unindicted co-conspirators.

Byers was sentenced to 21 months in jail and paid \$50,000 in restitution. Marcinko was sentenced to 21 months in jail and fined \$10,000. (NIS)

Bomber Windshields

A joint investigation by the DCIS and the Federal Bureau of Investigation resulted in the

indictment of Swedlow, Incorporated, and the vice president of Design Engineering and Quality Control. Both were charged with preparing documentation that misrepresented and concealed unauthorized repairs on B-1 bomber windshields.

If convicted the official faces up to 20 years in jail. Both could be fined up to \$1 million. (DCIS)



B1-B (DoD Photo)

Bribery and Kickbacks

Collusion with Vendors

Jeyco Products, Incorporated, Las Palmas Distributors and four civilian Navy employees pleaded guilty to bribery or unlawful receipt of compensation.

Employees of a Navy public works facility in San Diego, California, acted in collusion with vendors. The investigation established that vendors provided Government purchasing agents with electrical equipment and tools in exchange for orders placed with their companies.

The four Government employees were placed on probation, fined and required to perform community service. The two companies and the individuals connected with them are awaiting sentencing. (NIS)

Merchandise for Contracts

The Mid-Atlantic Coca-Cola Bottling Company, two of its former officers and a former employee of the Navy Resale and Support Service, were indicted for bribery and conspiracy. The Navy civilian allegedly helped the company win multi-million dollar contracts. In exchange, Mid-Atlantic Coca-Cola provided thousands of cases

of free soft drinks, discounts and other favors to a company the Navy employee formed to sell soft drinks.

If convicted, Mid Atlantic Coca-Cola could be fined up to \$5.5 million and the individuals face imprisonment of between 5 and 90 years and fines exceeding \$250,000. The trial is pending. (NIS)

Other Indictments and Convictions

Trafficking of Classified Documents

Hughes Aircraft Company, Grumman Corporation, Raytheon Company, RCA Corporation and Boeing Corporation pleaded guilty to unlawful conveyance of DoD

classified documents. The documents set forth the priority list of weapons systems and other matters related to the national defense.

The Defense contractors, through their employees, unlawfully acquired the classified documents. The information gave them an edge in planning research and development activities and in shifting emphasis from some programs to others.

► Hughes paid a \$3.5 million civil settlement, \$50,000 for the cost of the investigation and \$50,000, representing the salary of its employee who was engaged in the unlawful activity.

► Grumman paid a \$2.5 million civil settlement, a criminal fine of \$20,000 and a court assessment of \$100.

► Raytheon paid \$1 million to settle all criminal and civil claims.

► RCA paid a \$2.5 million civil settlement, a criminal fine of \$20,000 and a special assessment of \$250.

► Boeing paid a \$4 million restitution, \$1 million for the cost of the investigation, a fine of \$20,000, and \$200,000, representing the salary of its employee who was engaged in the unlawful activity. (DCIS)

EXHIBIT 10
THEFT/ FRAUD INVESTIGATIVE CASE INVENTORY
(For the 6-month Period Ending March 31, 1990)

Investigative Cases			
Closed Cases by Functional Area	Investigative Activity		
	DCIS	Military Services	Total
Pay and Allowance Fraud ^{1/}	10	665	675
Nonappropriated Fund Fraud ^{2/}	1	169	170
Procurement Programs/Systems Fraud	243	443	686
Commissary Fraud		16	16
Property Disposal Programs/Systems Fraud	3	9	12
Bribery of Government Officials	15	87	102
Conflict of Interest	16	107	123
Damage, Wrongful Destruction (includes Arson)		273	273
Government Theft (over \$1,000) ^{3/}	35	1,861	1,896
CHAMPUS Fraud	9	16	25
Fraudulent Personnel Actions	2	95	97
Other ^{4/}	<u>72</u>	<u>1,574</u>	<u>1,646</u>
Total	406	5,315	5,721

1/ Includes travel/per diem fraud.

2/ Includes military exchange stores and morale/welfare/recreation activities.

3/ Includes larceny, theft, or wrongful appropriation of Government property, funds, or services, whether by forgery, embezzlement, computer fraud, burglary, robbery, or other means.

4/ Forgery, blackmarketing, smuggling, burglary, counterfeiting, dependency assistance, fraud-special inquiries, unauthorized services, and other Government fraud.

Double Billings

A review of contract documents at an Army contracting center discovered double billings by Anker Kolen Maatschappij, B.V., a Dutch shipping firm that delivered coal to various U.S. military installations in Europe.

A joint investigation by DCIS, CIDC, with assistance from IG, DoD, auditors, revealed that Anker Kolen was overpaid by \$7.8 million for double billings and systemic shortcomings for delivery and payment under the contract.

The Government recouped \$3.8 million and a voluntary payment of \$1.3 million was made by the contractor. A final demand letter was issued to the contractor for \$3.4 million, which includes interest and costs of the investigation. (DCIS/CIDC)

Conflict Of Interest

Eugene Schaltenbrand, a retired Air Force Reserve Colonel, was convicted of violating conflict of interest laws. Schaltenbrand worked on contracts with a contractor during reserve duty. Although he received preemployment briefings about working for contractors he later applied for and obtained employment with the same contractor, working on the same contract for which he had represented the Air Force.

Schaltenbrand was sentenced to six months in jail and fined \$2,500 on each of two counts. (AFOSI)

Operation Illwind

The joint investigation by NIS and Federal Bureau of Investigation of wide spread and

multifaceted procurement fraud in the DoD continues. During the reporting period, the following results were obtained:

- Conviction of 21 individuals and one company.
- Criminal fines of \$1,544,050 and civil fines of \$3,000,000.
- Forfeitures of \$1,500,00, reimbursements of \$1,655,000 and administrative recoveries of \$6,475,500.
- Suspension of 1 company and 6 individuals and the debarment of 12 companies and 7 individuals.

A substantial portion of the monetary results shown above resulted from a guilty plea by the Loral Corporation.

Loral paid over \$500,000 to a private consultant. In return, the consultant provided bogus reports which hid his role as a conduit of sensitive information on pending military contracts and improper influence over the Defense procurement process. The consultant admitted that the Deputy for Tactical Systems within the Office of the Assistant Secretary of the Air Force for Acquisitions assisted him. The consultant also admitted that the former Assistant Secretary of the Navy for Research, Engineering and Systems influenced the Navy procurement process.

Loral received the prices and proposals of a competitor for the Navy airship contract. It made false certifications to the Air Force on its access to sensitive source selection for conducting competition on advanced radar warning receivers. (NIS)

Indictments and Convictions

Exhibit 11, pages 3-12 through 3-15, shows some of the major indictments and convictions obtained by DoD criminal investigative organizations from October 1, 1989, through March 31, 1990.

PREVENTION ACTIVITIES

Army Crime Prevention Survey

Special agents of the Army Criminal Investigation Command conducted a crime prevention survey on property accountability at

the New Cumberland Army Depot, New Cumberland, PA. The survey was based on problems identified in the supply directorate, which reviews, manages and disposes of depot inventories in excess of \$3 billion.

The survey included a study of misidentified property processed to the Defense Reutilization and Management Office, misidentified dormant depot stock, misidentified new receipts received from contracting sources, material misidentified as a result of national stock number and part number mismatch, and misidentified materiel in active storage.

The depot commander agreed with the survey findings and initiated a task force to address and resolve the issues. Army materiel was correctly reidentified and made accessible for issue and use, resulting in an actual gain to the inventory of over \$32 million.

CRIMINAL INVESTIGATIONS POLICY AND OVERSIGHT

The IG, DoD, exercises authority for DoD investigative policy and oversight through the Assistant Inspector General for Criminal Investigations Policy and Oversight (CIPO). The office issues investigative policy directives for all DoD criminal investigative organizations (DCIOs). The OAIG-CIPO is the point of contact and coordinator for voluntary disclosures made by Defense contractors. That initiative was undertaken to enhance contractor self-governance by encouraging contractors to report potential civil or criminal fraud directly to the DoD. To date the Department has received 191 disclosures resulting in \$96.8 million being returned to the Government and 34 prosecutions.

Participation by contractors in the Voluntary Disclosure Program has communicated to their employees that criminal actions will not be condoned or tolerated. The program is an important way to build confidence between the Government and industry. The adoption of this corporate policy demonstrates to the public that the Defense industry can take a strong stand against illegal or improper conduct and set high standards of conduct for Government contractors.

During the period, 27 disclosures were received from 20 Defense contractors.

The IG, DoD, designated OAIG-CIPO as the DoD focal point for coordinating investigative efforts under the Program Fraud Civil Remedies Act of 1986. CIPO coordinates, reviews, and refers false claim and false statement investigations to reviewing officials for prosecution under the Act. Matters involving allegations of false claims or false statements made on or after October 21, 1986 (the effective date of the statute), which have been declined for action by a Department of Justice element, are eligible for Program Fraud consideration. During the period, CIPO screened 19 closed investigative reports and referred 5 cases to a DoD reviewing official for action under the Act.

Other policy and oversight activities included.

- Issued two draft and one final criminal investigations policy memoranda on the use of deadly force by DCIO personnel, follow up on CIPO reports and the screening of major contract fraud accounting cases.

- Issued a draft change for comments to DoD Instruction 5505.2, "Criminal Investigation of Fraud Offenses."

- Completed a review and issued a draft report on the personnel and case management systems of the DCIOs as they relate to fraud investigations. The review concentrated on issues regarding productivity, organizational goals and priorities, performance rating standards, and specific case management procedures.

- Issued a draft report of a review on workload and staff hours expended by the DCIOs. The draft contained a finding regarding the need for development of systems allowing DCIOs to identify specific effort levels dedicated to particular investigations.

- Conducted several fraud activity reviews to assess fraud investigative efforts

expended by the DCIOs and the level of fraud vulnerability awareness by DoD personnel

During the period, CIPO representatives visited facilities in Savannah and Kings Bay, GA; Honolulu, HI; and Lathrop, CA. The reviews identified programs and areas where potential fraud vulnerabilities should be addressed.

- Hosted a European Fraud Conference in Rome, Italy on sharing fraud schemes and investigative techniques. Law enforcement organizations from major North Atlantic Treaty Organization countries attended.

- Presented testimony before the U.S. Sentencing Commission on sentencing guidelines for organizational defendants. The testimony focused on computation of loss in product substitution cases and a departure from the "economic approach" in imposing criminal fines where a defective product causes a risk of serious personal injury.

- Served as the point of review and coordination for the issuance of IG subpoenas in support of audits and investigations. During the period the IG, DoD, issued 318 subpoenas, of which 28 were subject to the Right to Financial Privacy Act. To date the IG, DoD, has issued 3,431 subpoenas in connection with audits and investigations.

- Delivered procurement fraud training to all DCIO personnel, the Central Intelligence Agency, the Naval Inspector General and the Inspector General Basic Training Program at the Federal Law Enforcement Training Center. Additionally, CIPO personnel appeared as panelists in conferences and seminars sponsored by the Army Judge Advocate General School, the Association of Government Accountants, the Association of Federal Investigators, the Industrial College of the Armed Forces, the National Defense University and the Defense Logistics Agency General Counsel.

Exhibit 11

Examples of Major Indictments, Convictions, or Recoveries Obtained by Department of Defense Criminal Investigative Organizations (for the period October 1, 1989 through March 31, 1990)

Type of Case	Entities/Persons	Sentence/Fine/Recovery/ Settlement	DoD Activity
1. Product Substitution	Darrel D. Ralph, Jr., Darrel D. Ralph, Sr.	3 Count information. Pleaded guilty 11/90.	DCIS
2. Product Substitution	Elano East Corp (Subsidiary of GE)	\$1.1 million civil action	DCIS/ NIS
3. Product Substitution/False Statements	Norman Nixon, VP Design Engineering & Qual. Control; Swedlow, Inc.	Indictment - 4 counts	DCIS
4. Product Substitution/False Statements	Gwendolyn Joseph, G. Joseph Insurance Co.	9 yrs. in jail; 5 yrs' probation; \$1.3 million restitution; fined \$750,000	DCIS/ CIDC
5. Product Substitution/False Statements	Hoseco Inc., AKA Signal Hill Corp; Gregory Hoback, President	\$76,000 fine; \$5,000 restitution; 5 yrs' probation	DCIS
6. Product Substitution/False Claims	Joseph C. Jurak, Former President and CEO; JC Manufacturing Inc.	3 years in jail; \$49,990 restitution	DCIS
7. False Claims	Automated Data Management, Inc.	10 count indictment	DCIS
8. False Claims	SLI Avionics	\$4 million civil action	DCIS
9. Bid Rigging	Dunbar & Sullivan Dredging Co.	\$475,000 criminal fine; \$100,000 civil fine	DCIS
10. Bid Rigging	Borden, Inc.; Southland Corp.	\$5.5 million criminal fine/civil settlement; \$6 million criminal fine/civil settlement.	DCIS
11. Bid Rigging/Conspiracy	T.L. James Co.	\$600,000 criminal fine; \$600,000 civil damages	DCIS
12. Conspiracy/ Conversion of Classified Documents	Hughes Aircraft Co.	\$3.6 million criminal and civil settlement; \$50,000 reimbursement of investigation; \$50,000 removal of overhead claims	DCIS

Type of Case	Entities/Persons	Sentence/Fine/Recovery/ Settlement	DoD Activity
13. Conspiracy/ Conversion of Classified Documents	The Boeing Company	\$20,000 fine; \$4 million restitution; \$1 million reimbursement of investigation; \$200,000 removal of overhead claims	DCIS
14. Conspiracy/ Conversion of Classified Documents	Richard Lee Fowler, Former Boeing Co. Marketing Analyst	39 count conviction; currently in jail for civil contempt	DCIS
15. Conspiracy/ Conversion of Classified Documents	RCA Corp.	\$20,000 criminal fine; \$2.5 million civil settlement	DCIS
16. Conspiracy/ Conversion of Classified Documents	Raytheon Corp.	\$1 million civil and criminal settlement	DCIS
17. Conspiracy/ Conversion of Classified Documents	Grumman Corp.	\$20,000 criminal fine; \$2.5 million civil settlement	DCIS
18. Product Substitution/False Statements	Northrop Corp; Clarence Gonsalves, Mgr, Western Service Div.; Cheryl Hannan, Qual. Assurance Spvrs.	34 count false statements; Northrop paid \$17 million fine	AFOSI/ DCIS/ NIS
19. Conspiracy/ Extortion	Former Congressman Robert Garcia; Jane Garcia	Both sentenced to 3 yrs in jail	DCIS
20. False Claims	Brown Brothers, Inc.	\$6.9 million claim disallowed and company debarred	CIDC
21. False Claims /Progress Payments	SME Prime Company, Inc. and two principals	\$293,438 restitution, 6 months in community treatment facility, 5 years' probation, 200 hours community service	CIDC
22. Product Substitution	Sierra Ready Mix and Materials Company	\$25,000 fine, \$45,000 in fines and investigative costs	CIDC

Type of Case	Entities/Persons	Sentence/Fine/Recovery/ Settlement	DoD Activity
23. Defective Pricing	RCA Aerospace and Defense Automated Systems	\$900,000 out of court settlement	CIDC
24. Cost Mischarging	Aerojet General Corporation	\$278,000 in addition to the \$311,000 paid with a voluntary disclosure	CIDC
25. Product Substitution	Lawrence Engineering and Supply, Inc.	\$625,000 in fines and restitution	DCIS/ NIS/ AFOSI
26. Product Substitution	Bob Rawlings, President, R & R Precision Company	2 years in jail, 3 years' probation and \$ 20,000 in restitution	AFOSI
27. Conflict of Interest	Eugene Schaltenbrand, Retired Colonel USAF	2 years in jail and \$5,000 in fines	AFOSI
28. Defective Pricing	Boeing Military Airplanes Corp.	\$13 million civil settlement	DCIS
29. Cost Mischarging	Felec Services, Inc.	\$4.25 million settlement	AFOSI
30. Defective Pricing	Dakota Woodworks	Pleaded guilty to 2 counts false statements. Sentencing pending	AFOSI
31. Operation Illwind	21 individuals and 13 companies	21 convictions \$4.5 million civil fines \$1.5 forfeitures \$1.2 million reimbursements \$6 million administrative recoveries	NIS
32. Bid Rigging	99 Japanese contractors	\$32.7 million settlement	NIS
33. Conspiracy to Defraud/Conflict of Interest	Richard Marcinko, CDR, USN (Ret.) and Charles Byers, President of Accuracy Systems, Inc.	21 months in jail and a \$10,000 fine for Marcinko; 21 months in jail and \$50,000 restitution for Byers	NIS
34. Cost Mischarging	Avondale Industries, Inc.	\$2.5 million settlement	NIS

Type of Case	Entities/Persons	Sentence/Fine/Recovery/ Settlement	DoD Activity
35. Conspiracy-- Product Substitution, Kickbacks and Mischarging	Seventeen individuals relating to the Target Rock, Inc., investigation	52 months in jail 72 months' probation \$107,500 in fines \$6,000 special court assessments 4 awaiting sentencing	NIS/ DCIS
36. Bribery	Jeyco Products, Inc.; John Daniel Johnson, Salesman; Las Palmas Distributors; Jacob Lubarsky, owner	Awaiting sentencing on one count each of bribery	NIS
37. Product Substitution/False Statements	Betts Spring Company; Kenneth Meeks	Awaiting sentencing on 13 counts each	NIS
38. Bribery/Conspiracy	Mid-Atlantic Coca- Cola Bottling Company; Michael A. Hedges, former vice president; James J. Valerio, former controller; John H. Sabatino, former Navy employee	Company, Hedges, and Sabatino indicted on eleven counts of bribery, gratuities and conspiracy; Valerio indicted on one conspiracy count; trial is pending	NIS
39. Defective Pricing	McDonnell Aircraft Company	\$12.2 million administrative settlement	NIS
40. False Statements/ Mail Fraud (False Certified Payrolls)	Paul D. Crecelius	12 months in jail \$46,395 in restitution 24 months' probation	NIS
41. Kickbacks	John A. Gillardi, Jr.	2 years' probation 300 hours community service	NIS/ DCIS
42. False Claims for Workmen's Compensation Benefits	John Downing	3 years in jail and 3 years' probation \$45,000 restitution \$80,000 lien against real estate	NIS

CHAPTER 4

OTHER INVESTIGATIONS

The Assistant Inspector General for Special Programs operates the IG, DoD, Hotline and provides a special inquiry capability.

The nationwide visibility of the Hotline makes it an easy channel for the reporting of waste, fraud and mismanagement in the DoD. The kinds of wrongdoing reported to the Defense

Hotline--as well as to the General Accounting Office, the Military Departments, the Defense Agencies and other DoD Components--include product substitution, contract mischarging, overpricing, misusing Government authority and property, falsifying official documents and records, improper contracting, mismanagement, and waste and abuse.

The Special Inquiries function gives an added dimension to administrative investigative coverage. The investigators, many of whom are subject matter experts, furnish a quick response to allegations on all aspects of DoD operations and management.

IG, DoD, HOTLINE

The IG, DoD, continues to encourage DoD employees, military members, DoD contractor employees and the public to contact the Hotline to report instances of fraud, waste and mismanagement. The Hotline celebrated its 10th anniversary and has saved the Government over \$100 million. These savings were achieved as a direct result of investigations or audits initiated in response to information provided by Government employees and private citizens.

The Hotline has achieved indirect savings through improving management processes, discontinuing ongoing or recurring fraud or waste, correcting errant officials and deterring wrongdoings by fines, penalties and criminal convictions. Many cases have valuable intangible results, such as identification of ineffective or dangerous weapons and equipment, which, if left uncorrected, could endanger the lives of users.

The Hotline received 2,147 allegations, of which 31 were General Accounting Office referrals. It closed 772 cases. Exhibit 12, page 4-2, provides an analysis of the DoD Hotline activity during the period.

Significant Investigative Findings Originating From Hotline Contacts

Wasteful Procurement

A Military Service procured a fiber optics local area network after being advised that a less

expensive alternative was available. The required installation process was not followed, an economic analysis was not made, the proposed network was not staffed through the proper channels and waivers were not obtained for components that did not meet specifications.

As a result of an audit, the Military Service determined that expansion of the existing standard area network system could satisfy their requirements and that the engineering, installation and integration for the expansion could be accomplished by using a small business contract.

The monetary benefit is estimated at \$1.7 million. (88-G-44806)

Waste, Mismanagement and Reprisal

An inquiry failed to support an allegation that a source suffered reprisal for filing a complaint of waste and mismanagement in a major telecommunications program with his agency OIG.

The investigation of the source's original complaint was not performed in a thorough manner, did not comply with instructions and had improperly divulged the source's identity. A reinvestigation of the allegation was directed by the IG, DoD.

An IG, DoD, review team found a mismanaged program and a shortfall of \$3.2 million between costs and revenue because monthly recurring

EXHIBIT 12
DoD HOTLINE PROGRAM ANALYSIS
(For the Period Ending March 31, 1990)

Program Analysis	Totals
Calls and Letters	
DoD Hotline	2,107
GAO Hotline	31
Other Sources ^{1/}	9
Total, Allegations Received	2,147
Disposition	
Substantive Allegations:	
Referred to Other Federal Agencies and Departments	13
Referred to DoD Components for Information (no investigation required)	212
Supplemental and Followup Contacts with Hotline Sources ^{2/}	409
Referred to DoD Components for Action (investigation, audit, or inspection)	459
Hotline Source Asked to Contact Cognizant Agency Directly (allegation appears to warrant some action, but not by the IG, DoD)	449
Subtotal (Substantive)	1,542
Nonsubstantive Allegations ^{3/}	605
Total	2,147
Status of Allegations Referred to DoD Audit, Inspection, and Investigative Components	
Closed	772
Open End of Period	741

1/ Consists mainly of letters sent to the DoD Hotline by other Federal agencies.

2/ Reflects calls of an administrative nature inappropriate for Hotline action, and followup calls made to and from the Hotline about ongoing Hotline cases.

3/ Contained insufficient data for action or did not fall into one of the categories under substantive Allegations.

costs had not been reimbursed.

The recommendations reduced the shortfall and saved \$1.1 million. (87-T-04351 and 88-L-44968)

Test Equipment

A contractor sold the Government high-cost test equipment required to meet production requirements. The contractor, however, did not complete the manufacturing of the test equipment and five years later submitted a value engineering change proposal (VECP) for a savings of half the original cost of the test equipment. Following negotiations with the contractor, the

VECP was withdrawn and the contract was modified. The Government saved \$724,000. (88-L-44368)

Spare Parts

A maintenance worker in a helicopter unit stockpiled high-cost and repairable consumable spare parts without proper authorization and accountability. Five consumable items and 29 repairable items valued at \$196,000 were improperly retained by the unit.

As a result of an investigation, three individuals were issued non punitive letters of caution and

the major command took action to revise and strengthen supply procedures. (89-T-45485)

Auxiliary Power Units

A military command purchased new auxiliary power units (APU) when the cylinders on air-cooled diesel engines became worn, although a worn APU could be reclaimed and made serviceable for \$200.

An investigation revealed that it was command policy to purchase new APU for \$6,065 each when the cylinders became worn and suggestions to sleeve the engines were disapproved. Only the engine block costing \$458 needed to be replaced.

As a result of the investigation, future repairs will be accomplished by purchasing engine blocks in lieu of APU replacement, resulting in a savings of \$39,200. The Hotline caller received an award for the suggestion. (89-T-45522)

Computer Theft

A DoD employee altered purchase documents and stole computer equipment valued at \$6,000. A joint investigation by the Federal Bureau of Investigation and the CIDC revealed that the stolen equipment was sold for \$400 and ten quarter-gram packets of heroin.

The equipment was recovered and the Government employee was charged with larceny. The employee was barred from future Government employment for life, sentenced to one year in jail (suspended), three years' probation and paid \$2,600 in restitution. Two other subjects were sentenced to two years in jail, three years' probation and paid \$2,600 in restitution. (88-T-43915)

Fraternization, Sexual Misconduct

A military enlisted person was allowed unauthorized plane trips during duty hours, unnecessary training, light duty or free time off from duty, and attended college full time on an early out program while still on active duty. The privileges were permitted by several military officers in return for sexual intimacy.

A senior officer was issued a letter of reprimand, made to forfeit \$1,800, and was separated from

the military. A second officer was made to forfeit one-third of one month's pay. The enlisted service member was reduced in rank, made to forfeit \$466, and was separated from the military. The enlisted individual's commanding officer was counseled. (89-T-46008)

SPECIAL INQUIRIES

IG, DoD

Special Inquiries handles cases referred by congressional or DoD officials which often involve sensitive departmental issues.

During the reporting period, DoD Directive 7050.6, "Military Whistleblower Protection," which implements the 1988 changes to Title 10, United States Code, Section 1034, was published and distributed to the Services and other DoD components.

Special Inquiries opened 92 cases and closed 109 during the period.

Significant Cases

Fuel Oil Preheaters

A company installed fuel oil preheaters at a military installation in an effort to reduce consumption of #2 fuel oil in base housing units.

An inquiry revealed that contract specifications were inadequate and not properly enforced. Substitute brand preheaters did not meet contractual performance and safety requirements, and the cognizant Military Service IG failed to be forthright in responding to the allegations.

The investigators recommended that the preheaters be removed from the housing units, that no Government funds be expended to repair, replace, or add new preheaters, and that the Service file a claim against the contractor. The investigators also recommended that the Service IG be cautioned on the need to be forthright in responding to complainants.

Military Vehicles

It was alleged that DoD policies governing disposal of surplus military vehicles resulted in a significant waste of Government resources

Surplus M151 quarter ton trucks (jeeps) were crushed or used as firing targets rather than being sold.

Investigators determined that the current policies best serve the public interest. The sale of the surplus jeeps to the public would degrade highway safety. The use of the vehicles as targets when they were worth only scrap value was economically justified.

The investigators recommended that the Army reuse the M151 components before transferring the vehicles to the Defense Reutilization and Marketing Offices. The Army concurred.

Abuse of Civilian Position

A GM-15 civilian official spent duty time conducting military reserve business. The allegation was previously substantiated. A request to reinvestigate the issue was made because no corrective action was taken.

Investigators found that the official continued to

use civilian duty hours to conduct military reserve business, to the detriment of the civilian component. The official collected civilian and reserve pay for the same hours of work and earned substantial amounts of money and retirement points as a reservist through questionable personal allocation of active duty training funds.

The official's supervisor neglected to monitor the employee's attendance. The civilian component used contractor personnel to solve manpower shortage problems, improperly performed staff functions and had inappropriate access to classified and privileged information.

The investigators recommended appropriate personnel actions against the civilian official and the supervisor. They also recommended that the official reimburse the Government for duty not performed and for expenses related to military reserve duties. The investigators recommended that the Service review the official's conduct to determine suitability for a military reserve leadership position.

CHAPTER 5

INSPECTIONS

This chapter contains inspection information from the Assistant Inspector General for Inspections (AIG-INS) and the inspectors general organizations of the Army, Navy and Air Force.

The AIG-INS performs organizational and functional inspections that are broad in scope and that seek to identify systemic and management problems. The inspections give the Secretary of Defense, Assistant Secretaries and Directors of Defense Agencies a balanced look at the effectiveness of an organization or program. The Military Department and Defense Agency inspectors general spend most of their time and resources on the traditional inspection roles of:

- Performing unit and functional-oriented inspections that examine a command or activity in order to evaluate matters affecting mission performance.

- Conducting investigations and inquiries into matters of a noncriminal nature, such as failure to follow regulations, improper command influence or personal impropriety.

- Mediating between a complainant and the chain of command to resolve minor problems and grievances.

- Conducting specialized reviews, such as aircraft accident investigations.

The activities of the inspection organizations for evaluating program economy, efficiency and effectiveness and for preventing fraud, waste and mismanagement are included in this chapter. The traditional military inspectors general roles are not

Significant Inspections

Commercial Passenger Airlift Operations

An inspection evaluated the DoD management of commercial passenger airlift operations. It

focused on recommendations from a 1986 DoD study and assessed the management infrastructure, planning, funding and operation of the passenger airlift system.

The inspectors found that the DoD study recommendations were implemented and the system was working well. The management of commercial passenger operations, however, is not cost effective. The problems found were basic management and fiscal policy issues such as:

- ▶ Inconsistent policies and procedures causing Airlift Service Industrial Fund (ASIF) liquidity problems.

- ▶ Inadequate ASIF revenue and collection procedures.

- ▶ Failure to establish and follow procedures for billing and collecting from paying customers by the Military Airlift Command.

- ▶ Inaccurate forecasting of user requirements.

Department managers agreed with the recommended corrective actions. (OAIG-INS)

Washington Headquarters Services

An inspection of the Washington Headquarters Services (WHIS) assessed the efficiency and effectiveness of resource management and customer service in the National Capital Region.

The inspectors found problems in the following areas.

- ▶ Organizational Structure - Poor safety and occupational health planning; excessive use of overtime, fragmentation, duplication and overlap within the elements of the DoD building administration, and weakened internal management controls. The WHIS took corrective action.

- ▶ Budget and Financial Accounting - Untimely, inaccurate documents received from disbursing offices; erroneous recording of transactions; unmanageable backlog in accounting and financial management services; incomplete support document files, inadequate internal controls, and insufficient staffing

The WHS agreed to place more emphasis on these items.

► Logistical Support - There was a lack of controls over reporting Contracted Advisory and Assistance Services (CAAS) requirements and duplication of services provided by the Defense Supply Service-Washington. The WHS took action to improve CAAS reporting requirements and appointed a CAAS point of contact. The WHS disagreed that logistical support services are duplicative. The disagreement will be resolved through the AIG-AFU resolution process.

► Administrative Services - A directives management program had not been established to ensure timely, well-coordinated and current directives. The WHS is developing an automated information system to provide statistical and managerial reports to improve the coordination process and to refine the policy and procedural guidance. (OAIG-INS)

Security Research Organizations

An inspection evaluated the effectiveness of research missions and determined measures taken to correct security research deficiencies identified by the DoD Security Review (Stilwell) Commission in its report, *"Keeping the Nation's Secrets,"* November 19, 1985.

The DoD had taken many positive actions to correct deficiencies in security research. The inspectors found, however, that the DoD Security Institute was unable to perform the research functions envisioned in its charter. Problems were also found with the DoD policy, management oversight and requirements determination process.

The inspectors recommended that a comprehensive regulation be developed to correct the scope, funding and management of the security research identified in the Stilwell Commission report, and that DoD pursue efforts to justify funding to implement the Stilwell Commission recommendation for a clearinghouse, focal point and center to sponsor and coordinate security research of all DoD components. (OAIG-INS)

Management Support Activities (MSA)

The DoD inspection of the Office of the Secretary of Defense (OSD) found that the use of MSA has grown dramatically and the personnel employed in the MSA are inappropriately accounted for as Defense Logistics Agency (DLA) resources.

The dual responsibility for the MSA (OSD has operational control and the DLA provides administrative support) contributed to lax management and ineffective OSD oversight and enforcement of policy. The inspectors estimated that nearly 200 spaces can be eliminated in the MSA without degrading the OSD mission.

The inspectors recommended that the MSA be properly accounted for as OSD headquarters staff or OSD headquarters support activities under the administrative support of the Director, WHS and that the OSD proponents conduct a detailed review of manpower requirements and management controls for their MSA.

The inspected activities agreed to properly account for the MSA and to conduct manpower reviews to determine appropriate manning levels, but they nonconcurred with the proposed realignment to the WHS. The issues are being pursued through Defense Management Report initiatives. (OAIG-INS)

Security

A followup inspection was conducted to assess progress made in the security arena since a previous 1986 inspection resulting from the Stilwell Commission Review. The inspection found that security deficiencies identified by the Stilwell Commission and the 1986 inspection still exist. There is a lack of command emphasis due to unclear Army policies and untrained collateral duty personnel have assumed the responsibility for security management. The Stilwell Commission issued 63 recommendations to improve security. The Army has implemented 41 without increased resources, thus straining the system. The inspection found that:

► Corrective actions in program management have translated into new requirements on paper without the needed resources. The Commands

are not conducting oversight inspections to ensure that new requirements are implemented.

►The Army automation security program for the small computer environment has made little improvement since 1986.

►Failure to implement the system to assess the trustworthiness of personnel has made personnel security vulnerable..

►The Army information security is in a better condition, but vulnerabilities in program management and security education exist. (Army)

Combatting Terrorism

A followup inspection found that since the 1986 inspection, the Army has improved its overall capability to cope with the terrorist threat as a result of headquarters, major command and unit initiatives. The Army, however, has not fully implemented or institutionalized its program for combatting terrorism below the headquarters

level, where the program suffers from lack of command emphasis, competing priorities, limited resources and perceived absence of a threat. Personnel remain at high risk due to ignorance of program requirements, flawed implementation of physical security regulation requirements and fragmented guidance because procedures are not in place to provide for consolidated funding. (Army)

Maintenance Readiness

A major command conducted a special inspection revealing that units were not performing maintenance to required technical standards. The substandard performance was due to the difference in priorities assigned to maintenance programs and the capability of unit commanders to support the assigned priority effectively with resources. The following are problem areas:

►Preventive maintenance checks and services were lacking. Approximately 38 percent of the equipment inspected was not mission capable.



Both conventional and special operations forces, such as this Navy SEAL, have roles in making terrorism more costly for those nations that support it. (DoD photo)

► Commanders and maintenance managers reacted to maintenance problems instead of managing the maintenance program because of insufficient resources to do both.

► Maintenance training was lacking, resulting in mechanics rarely receiving training on job-related skills. (Army).

Hazardous Material and Hazardous Waste Management

The inspection evaluated current Army procedures to acquire, transport and track hazardous material and to dispose of hazardous waste. The inspection found that management of hazardous items requires a coordinated staff effort, but no such centrally coordinated effort exists. None of the installations visited during the inspection totally complied with federal and state law. Because the Army has no comprehensive strategy and methodology for dealing with hazardous waste, installations lack consolidated training programs that outline responsibilities, requirements and standards. The Defense Reutilization and Marketing Offices have difficulty providing contract hazardous waste disposal service to Reserve Component units. The Army generally does well identifying, controlling and tracking hazardous waste, but does not track, control and manage hazardous material on Army facilities. Many initiatives are underway at all Army echelons, but central management is needed to ensure success. (Army)

Quality Assurance and Quality Control of Construction

The Corps of Engineers conducted a followup inspection that revealed there was significant progress since the initial 1986 inspection. Quality assurance regulations and guidance have been updated and rewritten and in most instances were being followed. Significant improvements were noted in contract preparation, quality assurance execution and contract administration. A customer survey, focusing on construction quality and personnel involvement with contractor evaluations, design review and warranty planning was conducted concurrently with the inspection. The survey indicated that continued emphasis in the cited areas was needed as well as renewed emphasis in construction design. (Army)



An Army depot where the chemical agents munitions disposal system is located. (DoD photo)

Other Army Inspections

In addition to the Army inspections above, the following is a list of other significant inspections completed during the period:

- Followup Inspection on Mobilization
- Special Inspection Concerning Fraud, Waste and Abuse
- Special Inspection of Training Management
- Special Inspection of Army Reserve Center Processing of Utility Bills
- Followup Inspection of Contracting Functions
- Special Inspection of Combat Support and Combat Service Support Training Programs
- Special Inspection of Enlisted Training Management

Environmental Program

An inspection of the Naval Shipyard at Puget Sound evaluated the effectiveness of the Navy's Hazardous Waste Program. The shipyard's relationship with state and federal regulatory agencies was open and active; however, failure to correct administrative deficiencies and fully implement environmental program requirements could result in future citations and a deterioration in cooperation.

Significant problems were noted in implementing the Installation Restoration Program and the Hazardous Waste Program. The Naval Sea Systems Command has not provided sufficient on-site assistance or central oversight to facilitate remediation of the shipyard's environmental problems. (Navy)

Naval Hospital, Groton, CT

An investigation of the hospital found that beneficiaries consider the quality of care to be excellent. The program that assists beneficiaries in locating medical services not available at the hospital has over 200 local providers enrolled. Health screening programs for active duty members and civilian employees are well-managed and the credentialing and quality assurance programs function well.

The following were areas of concern: the absence of obstetric care, the quality of life for hospital corpsmen assigned to bachelor enlisted quarters and construction problems that affect the delivery of quality care. (Navy)

Transportation Operations

An inspection of the Naval Supply Center, Pensacola, FL, found problems with the center's management of the carrier selection process. The lack of control over transportation expenditures resulted in a negative impact on obligation of Service-wide transportation (SWT) funds. Significant deficiencies included:

- ▶ Failure to update the Navy Automated Transportation Document System address file which resulted in misdirected shipments.

- ▶ Lack of accountability and control of Government Bills of Lading which exposed the

Government to payments for services never received.

- ▶ Failure to perform rate comparisons of next day air carriers which resulted in overpayments.

- ▶ Use of next day and second day air service when ground service provided the same delivery schedule at a fraction of SWT costs.

Procedural recommendations were made to ensure that material reaches the intended consignee by the most economical mode and carrier. (Navy)

Naval Facilities Engineering Command (NAVFACENGCOM)

Overseas construction by SEABEE Battalions in FY 1988 resulted in a \$50 million cost avoidance. Stateside SEABEE self-help in FY 1988 achieved a \$7.1 million labor cost avoidance. The Navy Industrial Improvement Program initiatives implemented at a Public Works Center (PWC) in Norfolk and eight other PWC, saved an average of \$73.5 million in FY 1987 and 1988

The inspectors found the NAVFACENGCOM failed to:

- ▶ comply with the Navy policy of separation of functions, resulting in non-warranted personnel outside the contracting organization performing contracting functions,

- ▶ conduct Navy-directed reviews of proposed federal, state and local laws and regulations,

- ▶ comply with Navy policy on management of computer hardware and software programs,

- ▶ establish an effective system to review and approve facility designs involving hazardous waste,

- ▶ carry out its duties as the Navy program manager for the DoD Installation Restoration Program in a timely manner, and

- ▶ require architect and engineer contractors to site-adapt existing designs for similar requirements at follow on sites, which could save almost \$51 million annually. (Navy)

Area Visit to Port Hueneme and Point Mugu, CA

The focus of the visit was to review quality of life programs and physical security. The inspection found insufficient and inadequate military housing; the waiting period for on-base housing for married personnel is very long; and the barracks at Port Hueneme are inadequate due to electrical power shortages, undependable plumbing and heating, and poor roofing, flashing and paint. Poor administration of the CHIAMPUS program resulted in a near breakdown of the payment process, causing severe dissatisfaction by providers and beneficiaries. (Navy)

Other Navy Inspections

In addition to the Navy inspections above, the following is a list of other significant inspections completed during the period:

- Naval Hospital, Jacksonville, FL
- Naval Hospital, Millington, TN
- Naval Air Station, Glenview
- Inventory Accuracy
- Navy Space Systems Activity
- Naval Hospital, Keflavik, Iceland
- San Diego ADP Area Review

Night Vision Goggles

Inspectors evaluated the effectiveness of the night vision goggle program. The inspection covered the following major aspects of the program: the acquisition process, initial and currency training for aircrews, maintainability and supportability, capabilities and limitations, and safety. (Air Force)

Competition in Contracting Act (CICA)

A systems acquisition management inspection (SAMI) assessed the implementation of CICA at the Air Force Systems Command, Air Force Logistics Command and Air Force Communications Command. The inspection concentrated on CICA procedures on systems

acquisition or central contracting. Evaluations were made on the effectiveness and timeliness of the document justification and approval process, pursuit of competition for the sake of competition and actions required to improve the effectiveness of competition. (Air Force)

Air Force Intelligence Training

The effectiveness of intelligence training in preparing officer and enlisted personnel to support the operational mission of the Air Force was evaluated. The inspection team assessed the existing intelligence training structure including intelligence technical training at Goodfellow and Lowry Air Force Bases, major commands' formal courses, and formal and informal on-the-job training. The relationship and activities of national agencies and major commands relative to the training programs were also assessed. (Air Force)

Other Air Force Inspections

In addition to the Air Force inspections above, the following is a list of other significant inspections completed during the period:

- SAMI of Award Fee Contracting
- Functional Management Inspection (FMI) of Training and Use of Enlisted Information Managers
- FMI of the Base Individual Mobilization Augmentee Administrator Program
- Uniformed Services Voluntary Insurance Program (USVIP)
- Aeromedical Evacuation System
- FMI of the Decentralized Contracting Initiative
- Quick Look FMI of Air Base Operability
- FMI of Air Force Administration of the Civil Air Patrol
- Multi-Major Command Inspection of Elmendorf Air Force Base
- Multi-Major Command Inspection of Royal Air Force Mildenhall

CHAPTER 6

LEGISLATIVE TESTIMONY AND PROPOSALS

Congressional Testimony

Navy Procurement Practices on ADP Equipment

On November 8, 1989, the Deputy Inspector General testified before the House Committee on Government Operations, Subcommittee on Legislation and National Security regarding alleged improprieties in awarding Navy ADP contracts to the IBM Corporation. A group of six IBM competitors stated that they could not compete fairly with IBM if IBM continued to use unfair practices to obtain Navy contracts. The IG, DoD, review of one Navy ADP contract determined that IBM improperly advised the Navy on how to develop the specifications and how to use 8(a) firms to avoid competition and lengthy procurement procedures. The GAO conducted an audit on similar Navy procurements and determined similar unfair practices by IBM. The Deputy Inspector General recommended reducing the use of "brand name or equal" specifications, using 8(a) contractors as procuring brokers and restricting vendor training for preparing contract award factors.

Club Operations at Ramstein Air Base

The Deputy Inspector General testified before a Subcommittee of the House Armed Services Committee on November 16, 1989, regarding:

- ▶ the breakdown of the Air Force Morale, Welfare and Recreation System in identifying and correcting severe mismanagement and financial manipulation of the Noncommissioned Officer's Open (NCO) Mess assets at the base

from 1984 to 1988 (during the period almost \$2.9 million in assets were dissipated), and

- ▶ the renovation and construction of the Officers Club where an \$8.3 million cost overrun was never reported to the Secretary of the Air Force or the Congress.

The testimony highlighted the apparent lack of internal controls and managerial accountability at Ramstein to ensure prudent use of NCO assets and a need to establish procedures for reporting substantial cost growth in construction projects.

Problems in the DoD Supply System

The Senate Government Affairs Committee held hearings on this subject during the past few years. The latest hearing was on March 6, 1990. The Inspector General agreed with the Committee premise that serious problems exist in the supply system. The IG pointed out that the growth in inapplicable inventory, depot overcrowding and a high incidence of inventory reporting errors indicated a need for improvement in each aspect of supply operations. The IG stressed the importance of top level attention to supply management improvement, particularly as DoD enters a period of restructuring and drawdown. The IG cautioned that declining demand was likely to result in even larger excess inventories in the near term. Aggressive management action is needed to reverse the trend.

Lessons Learned from "Illwind"

On March 21, 1990, the IG testified before the Senate Committee on Armed Services, Subcommittee on Defense Industry and Technology regarding lessons learned from the recent procurement fraud investigations. The IG stated that while the Illwind investigation is important, it is only a small part of the DoD investigative effort. Illwind revealed widespread trafficking in restricted information, bribes and improper gratuities, but it did not indicate the source selection process was flawed. The IG also stressed that current law and regulation, combined with the patchwork of ethics legislation, enabled the DoD to detect and prosecute improper behavior.

Positions on Proposed Legislation

Investigative Authorities

The IG, DoD, has consistently supported full law enforcement authority for the criminal investigators. Two bills were introduced during the reporting period to provide additional investigative tools. Senator Rudy Boschwitz introduced S. 2080 which authorizes investigators to obtain and execute search and arrest warrants, serve subpoenas and summonses, and carry and use firearms. A companion bill, H.R. 4149 was introduced in the House. There has been no further action on these bills as of this date.

Foreign Audit Equity

Another legislative item of interest to the IG is H.R. 4131, the "Foreign Contracting Audit Equity Act of 1990." The bill was introduced by Chairman Conyers in response to the November 21, 1989, hearing before the House Government Operations Subcommittee on Legislation and National Security which focused on the IG, DoD, audit report 89-090, "Field Pricing Support and Postaward Audits of Contracts with Foreign Companies." The legislation states that, "an executive agency shall include in each solicitation of bids or proposals for a covered contract specifications which require that the agency and its authorized representatives are entitled to inspect the plant and audit the books and records of each foreign contractor under the covered contract." The legislative intent is to ensure that Memorandums of Understanding with foreign contractors are not written to preclude the audit of contractor records by DoD auditors.

Recommendations for Congressional Action

DCAA Access to Records

Legislation should be introduced to provide contract auditors with the authority to obtain those contractor records required to comply with Government Auditing Standards issued by the Comptroller General of the United States. The two contract clauses covering access by the DCAA to contractors' records are based on

10 U.S.C. 2306a and 10 U.S.C. 2313(a). Neither clearly defines a contract audit or makes reference to the Government Auditing Standards as the basis for determining the records required for an audit.

The DCAA will have difficulty in effectively and efficiently accomplishing its mission unless it is given timely access to contractor records and reports. Access to contractor internal audit reports by the DCAA would help to reduce excessive and duplicative audit coverage of contractors.

The present legislation is outdated and needs to be revised. A suggested revision to subsections (a) and (d) of section 2313 of 10, U.S.C. is:

2313. Examination of books and records of contractor

(a) An agency named in section 2302 of this title is entitled, through an authorized representative, to inspect the plant and audit or examine the books, records, documents, and other evidence and accounting procedures and practices of--

(1) a contractor performing an incentive, cost reimbursement, time and materials, labor hour, or price redeterminable contract (or any combination of these) made by that agency under this chapter and

(2) a subcontractor performing any subcontract under an incentive, cost reimbursement, time and materials, labor hour, or price redeterminable contract (or any combination of these) made by that agency under this chapter.

The authorized representative performing an audit or examination in accordance with a provision of law, a contractual provision or a regulation of the agency shall have the right to examine sufficient competent evidential matter, regardless of form through inspection, observation, inquiry and confirmation that are necessary to comply with the Government auditing standards established by the Comptroller General of the United States for audits of Governmental organizations, programs, activities, and functions.

(d)(1) The Director of the Defense Contract Audit Agency (or any successor agency) may require by subpoena the production of books, documents, papers, or records access to which is provided to the Secretary of Defense or the contracting officer by a provision of law, a contractual provision, or a regulation of the Agency.

Defense Management Report Legislative Initiatives

The Secretary of Defense submitted the proposed "Defense Management Improvement Act" to the Congress on April 5, 1990. The IG, DoD, supports every initiative in the proposal associated with the Defense Management Report except the proposed increase in the threshold for submission of certified contractor cost and pricing data. The industry letter supporting the proposal infers that it is nothing more than a long overdue adjustment for inflation. In fact, the Congress raised the threshold from \$100,000 to \$500,000 in 1981, but decided thereafter that the increase was not in the best interest of the Government and returned the threshold in 1985 to the original level. The proposal would reverse a fairly recent congressional action.

The congressional action to reinstate the \$100,000 threshold was based on the fact that defective pricing was too high to justify exempting a large percentage of DoD contracts

from Truth in Negotiations Act coverage. A 1987 study by this office disclosed that the amount of defective pricing found by auditors in contracts in the \$100,000 to \$500,000 range was higher, as a percentage of contract value, than in any other contract value range. We are not aware of any indications that the incidence of defective pricing has declined.

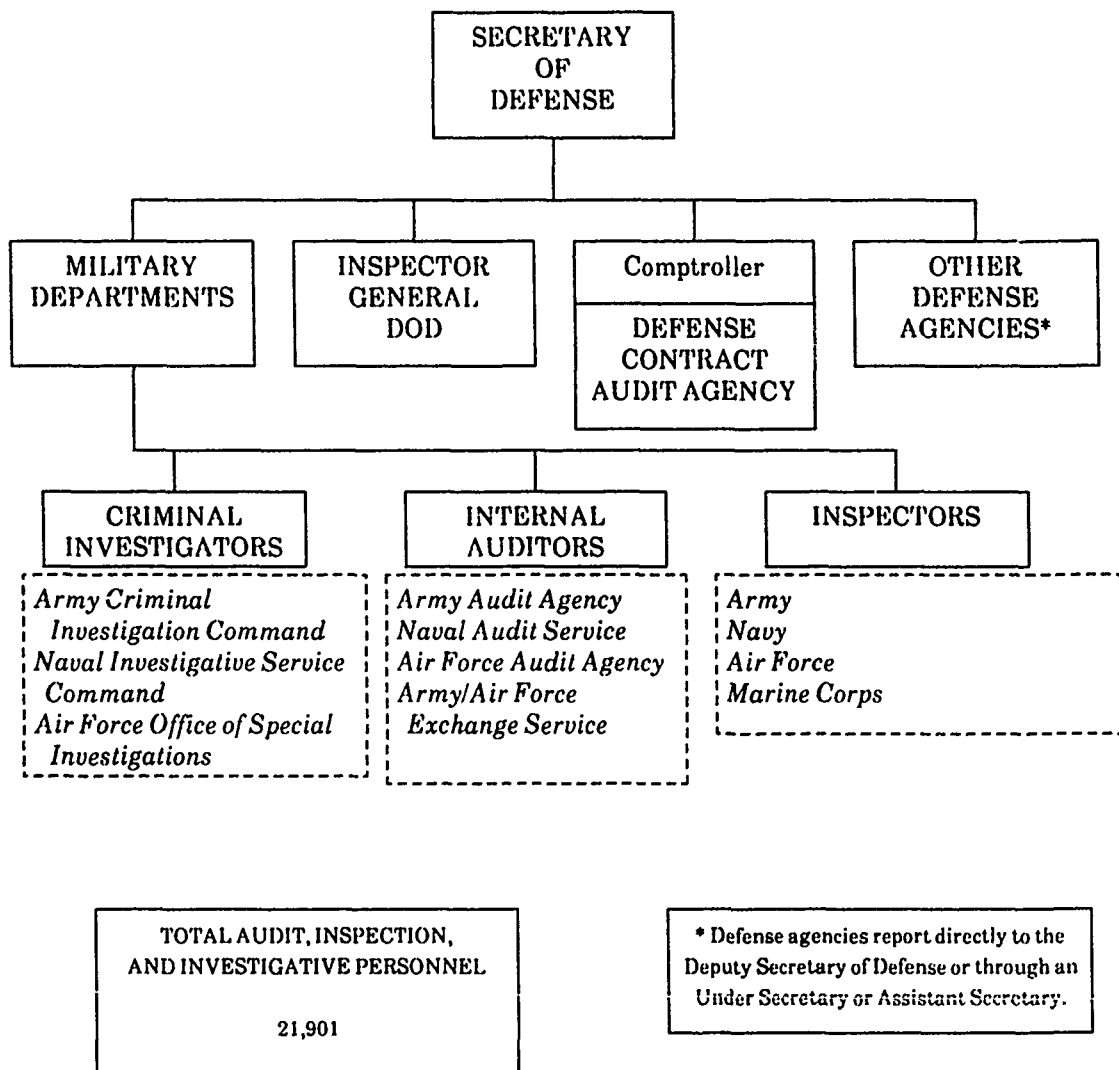
The Congress found insufficient merit in assertions made by the DoD in 1983 that the \$100,000 threshold put an unreasonable burden on contractors and DoD contracting personnel. In our view, no one has yet demonstrated that the preparation of cost or pricing data, which must be compiled routinely during the preparation of a proposal package, causes undue additional work load. In addition, we are not aware of any analyses indicating that the proposed change would be cost beneficial for the Government.

Congressional Correspondence

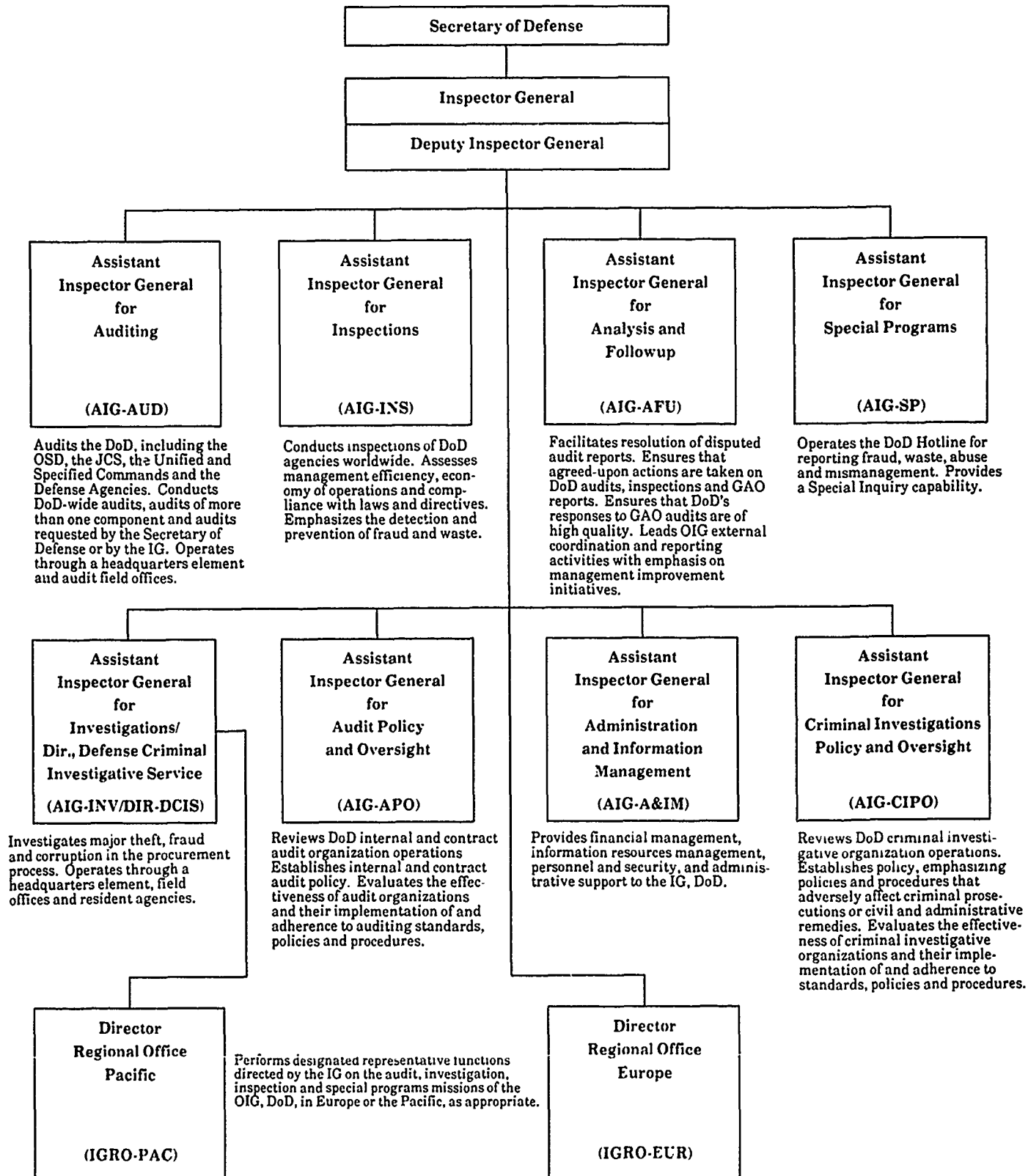
At the end of the last reporting period, the IG established a new system to track congressional correspondence and to ensure consistency in information provided to the Congress. A total of 120 congressional inquiries were received during this period. The IG opened 115 cases, most being procurement or personnel problems, and 73 were completed and closed.

APPENDIX A

DoD Audit, Inspection and Investigative Organizations



ORGANIZATION AND FUNCTIONS OF THE IG, DoD



PERSONNEL ON BOARD
AUDIT, INSPECTION AND INVESTIGATIVE ACTIVITIES

(For the 6 month Period Ending March 31, 1990)

There is a misperception that all personnel in the table below oversee the acquisition process. In fact, only the DCAA portion of contract audit and the DCIS portion of the IG, DoD, predominately address contractor activities. Most of the personnel working for the other organizations are concerned with internal DoD oversight matters.

Organization	Personnel on Board
IG, DoD	1,503
Contract Audit	6,936
Service Audit	4,195
Service Inspection	3,551
Service Investigation	5,716
Total	21,901

OPERATING COSTS
AUDIT, INSPECTION AND INVESTIGATIVE ACTIVITIES

(For the 6-month Period Ending March 31, 1990)

Function	Operating Costs (\$ in millions)				
	Civilian	Military	Travel	Other	Total
Audit					
Internal Audit	\$64.3	\$6.7	\$6.8	\$4.7	\$82.5
Internal Review	27.9	3.1	1.0	1.1	33.1
Military Exchange Audit	1.9	.1	.4	.0	2.4
Contract Audit	<u>147.2</u>	<u>0.0</u>	<u>9.0</u>	<u>18.3</u>	<u>174.5</u>
Total	\$241.3	\$9.9	\$17.2	\$24.1	\$292.5
Inspection	\$15.7	\$79.2	\$8.5	\$5.9	\$109.3
Investigation	\$79.5	\$53.7	\$7.8	\$27.2	\$168.2
Total Operating Costs	\$336.5	\$142.8	\$33.5	\$57.2	\$570.0

COMPARISON OF OVERSIGHT RESOURCES WITH COVERAGE RESPONSIBILITIES

AUDIT, INSPECTION AND INVESTIGATIVE PERSONNEL

- CONTRACT AUDITORS -- 6,200
- INTERNAL AUDITORS -- 4,200
- INVESTIGATORS -- 4,700
- INSPECTORS -- 3,200

THEIR COVERAGE AREA:

DOD PEOPLE

- 5 million, including active duty service members, civilian employees and Reserve forces

PLACES

- 1,200 + military installations and properties
- 21 countries and 20 U.S. territories

THINGS

- 591 major combatant and support ships
- 3,977 strategic and tactical aircraft
- \$776.8 billion in real and personal property

DOLLARS

- \$294.9 billion estimated FY 1989 outlays

CONTRACTORS

- 35,000 Defense contractors
- 110,000 locations
- 3.3 million Defense contractor employees

APPENDIX B

Legislative Reporting Requirements

Public Law	Reporting Requirement	Semiannual Report
Sec. 5(a)(1) P.L. 95-452 as amended	A Description of Significant Problems, Abuses, and Deficiencies Disclosed During the Reporting Period	Chapters 1, 2, 3, 5
Sec. 5(a)(2) P.L. 95-452 as amended	A Description of Recommendations for Corrective Action Made with Respect to Such Significant Problems, Abuses, or Deficiencies	Chapter 1
Sec. 8(f)(1) P.L. 95-452 as amended	Numbers and Types of Contract Audits	Chapter 2
Sec. 5(a)(4) P.L. 95-452 as amended	A Summary of Matters Referred for Prosecution and the Results of Such Prosecutions	Chapter 3
Sec. 4(a)(2) P.L. 95-452 as amended	Review of Legislation and Directives	Chapter 6
Sec. 5(a)(6) P.L. 95-452 as amended	A Listing Subdivided According to Subject Matter of Each Audit Report Issued by the Office During the Reporting Period and where Applicable the Total Dollar Value of Questioned Costs and the Dollar Value of Recommendations that Funds be Put to Better Use	Appendix C Appendix D
Sec. 5(a)(7) P.L. 95-452 as amended	A Summary of Each Particularly Significant Report	Chapter 1
Sec. 5(a)(8)(9) P.L. 95-452 as amended	Statistical Tables by Status Showing the Total Number of Audit Reports Issued, the Total Dollar Value of Associated Questioned Costs, the Dollar Value of Recommendations that Funds be Put to Better Use, and the Report Decision Status	Chapter 1
Sec. 5(b)(2)(3)(4) P.L. 95-452 as amended	Statistical Tables Showing the Status of Management Corrective Action on Agreed-upon Audit Recommendations	Chapter 1

**Sec. 5(a)(10)(11)(12)
P.L. 95-452
as amended**

**Summary of Overage Undecided Audits,
Significant Revised Management Decisions,
and Significant Management Decisions with
which the Inspector General is in Disagreement**

Chapter 1

**Sec. 5(a)(5)
P.L. 95-452
as amended**

**A Summary of Each Report Made to the
Secretary of Defense by the Inspector General
of Instances when Information or Assistance was
Unreasonably Refused or Not Provided**
*(During the reporting period, the IG, DoD, has not been
unreasonably refused or denied access to information.)*

APPENDIX C

Audit Reports

This listing includes audit reports issued by the Department of Defense central audit organizations -- Assistant Inspector General for Auditing, Army Audit Agency, Naval Audit Service, Air Force Audit Agency -- but does not include internal review reports, military exchange audit reports or reports prepared by contract audit activities.

ASSISTANT INSPECTOR GENERAL FOR AUDITING, DoD

90-001 User Charges and Resource Management at Major Range and Test Facilities (10/6/89)	90-009 Defense Logistics Agency Commercial Activities Program (11/7/89)	90-018 Pricing of Indefinite Delivery Contract N00019-84-D-0176 (12/15/89)
90-002 Acquisition of the M9 Armored Combat Earthmover Program (10/6/89)	90-010 Summary Report on the Audits of Contract Terminations (11/21/89)	90-019 Naval Military Personnel Command (NMPC) Planned Procurement of Automated Data Processing Equipment (12/15/89)
90-003 Management of Special Access Programs at the Defense Intelligence Agency (10/16/89) (CLASSIFIED)	90-011 Charge-Back Accounting Systems for the Cost of Information Technology Resources (11/28/89)	90-020 Defense Nuclear Agency Activities at Johnston Atoll (12/15/89)
90-004 Management of Special Access Programs at the Defense Communications Agency (10/16/89) (CLASSIFIED)	90-012 Primary Care for Uniformed Services (PRIMUS) and Navy Cares (NAVCARE) Programs (12/6/89)	90-021 Acquisition of the Heavy Expanded Mobility Tactical Truck (12/26/89)
90-005 Requirements Validation for Telecommunications Services (10/16/89)	90-013 Administration of Contractor Rental of DoD Plant Equipment at Boeing Helicopters (12/6/89)	90-022 Pricing of Subcontract Awarded to Aircraft Porous Media, Incorporated, by Boeing Vertol Company for Prime Contract N00019-83-C-0311 (12/28/89)
90-006 DoD Domestic Technology Transfer Program (10/19/89)	90-014 Moore's Cafeteria Services, Inc., Food Services Contract (12/7/89)	90-023 Pricing of Contract N00383-82-C-1017 at Aircraft Porous Media, Incorporated (12/28/89)
90-007 Hotline Allegation on the Misappropriation and Augmentation of Funds by the U.S. Army Corps of Engineers (10/31/89)	90-015 Quick-Reaction Report on the Audit of the Defense Environmental Restoration Fund (12/13/89)	90-024 Pricing of Subcontract Awarded to Aircraft Porous Media, Incorporated, by Pratt and Whitney Aircraft Group for Prime Contract F33657-83-C-2221 (12/28/89)
90-008 Disposal of Recyclable Materials (10/31/89)	90-016 Pricing of Subcontract Awarded to Aircraft Porous Media, Incorporated, by Northrup Corporation for Prime Contract N00019-83-C-0272 (12/15/89)	90-025 Fiscal Year 1989 Evaluation of the Implementation of the Federal Managers' Financial Integrity Act of 1982 at the On-Site Inspection Agency (12/28/89)
	90-017 Pricing of Contract N00383-82-C-1023 at Aircraft Porous Media, Incorporated (12/15/89)	

90-026 Surcharge Rate Process for the Defense Stock Fund (12/26/89)

90-027 Management and Administration of Quality Assurance for Aircraft Maintenance Contracts (12/26/89)

90-028 Acquisition and Management of Test Facilities at DoD Proving Grounds (12/26/89)

90-029 Foreign Military Sales Trust Fund Disbursement Reporting (12/29/89)

Unnumbered Summary Report on Audits of Contracted Advisory and Assistance Services Conducted During FY 1989 in Compliance with U.S.C. , Title 31 (1/2/90)

90-030 Commercial Aviation Fuel Invoice Payments in Europe, (1/22/90)

90-031 Materials Technology (1/25/90)

90-032 Acquisition of an Army Special Access Program (2/2/90)

90-033 Competition in Negotiated Procurements (2/9/90)

90-034 Contracting through Interagency Agreements with the Library of Congress (2/9/90)

90-035 Followup Audit of Vendor Technical Qualification Process for Aircraft Engine Spare Parts Procured by the Naval Aviation Supply Office (2/14/90)

90-036 Defense Advanced Language and Area Studies Program (2/15/90)

90-037 Pricing of Contract DAMD17-85-C-5138 at Telefactor Corporation (2/20/90)

90-038 Recoupment of Transportation Costs Incurred on Foreign Military Sales (2/23/90)

90-039 Procurement of a Component Breakout Model by the Air Force Aeronautical Systems Division (2/23/90)

90-040 Wartime Expansion Capacity of Military Hospitals in CONUS (2/27/90)

90-041 Contracting Practices of the Institute for Defense Analyses (3/1/90)

90-042 Acquisition Management of the Small Waterplane Area Twin Hull (SWATH) Ocean Surveillance Ships (T-AGOS) (3/1/90)

90-043 Plant Clearance Action on Government-Owned Property in the Possession of Defense Contractors (3/2/90)

90-044 Pricing of Contract F09603-80-G-1840, Delivery Order SDIJ, at Aircraft Porous Media, Incorporated (3/7/90)

90-045 Management of the Defense Logistics Agency's Central Design Activity (3/7/90)

90-046 Military Airlift Command Air Passenger Terminals (3/7/90)

90-047 Fiscal Year 1989 Evaluation of the Implementation of the Federal Managers' Financial Integrity Act of 1982 at the U.S. Atlantic Command (3/12/90)

90-048 Administrative Control of Funds - Honduras (3/19/90)

90-049 DoD-Wide Audit of the Secure Terminal Unit-III Program (3/20/90)

90-050 Requirements for Wholesale Inventories to Support the Target Acquisition Designation Sight/Pilot Night Vision Sensor System (3/23/90)

90-051 Automated Data Processing Support of Investigative and Security Missions at the Defense Investigative Service (3/29/90)

90-052 Stock Management at the National Security Agency (3/30/90)

90-054 Intelligence Center, Pacific (3/30/90)

ARMY AUDIT AGENCY

FORMAL REPORTS

SW 90-004 Management of Hazardous Waste, Corpus Christi Army Depot, Corpus Christi, TX (10/2/89)

SO 90-800 Planning and Budgeting for the Installation Morale, Welfare and Recreation Fund, U.S. Army Infantry Center and Fort Benning, Fort Benning, GA (10/9/89)

NE 90-001 Information Management, Carlisle Barracks, Carlisle Barracks,

PA (10/9/89)

SW 90-002 Operational Readiness at 11th Air Defense Artillery Brigade, U.S. Army Air Defense Artillery Center and Fort Bliss, Fort Bliss, TX (10/10/89)

SW 90-003 Mobilization and Training, Headquarters, U.S. Army Garrison, Fort Sam Houston, TX (10/10/89)

EC 90-001 Information Management Program, U.S. Army Tank-Automotive Command, Warren, MI (10/11/89)

EU 90-305 Implementation of the Standard Army Automated Contracting System, U.S. Army Contracting Command, Europe, Heidelberg, Germany (10/16/89)

WE 90-200 Prepositioned Medical War Reserves, Tripler Army Medical Center, HI (10/17/89)

EC 90-003 Supply and Maintenance Operations, Fort Pickett, VA (10/17/89)

EU 90-301 Installation Materiel Maintenance Activities, VII Corps, Stuttgart, Germany (10/25/89)

MW 90-200 Reserve Component Pay Systems, Fourth U.S. Army, Fort Sheridan, IL (10/26/89)

MW 90-001 System Change Requests, U.S. Army Materiel Command, Systems Integration and Management Activity, St. Louis, MO (10/26/89)

MW 90-003 Property Accountability, 101st Airborne

Division (Air Assault) and Ft. Campbell, Fort Campbell, KT (10/27/89)

EU 90-001 VII Corps Artillery, Augsburg, Germany (10/30/89)

NE 90-002 Information Management, U.S. Army War College, Carlisle Barracks, PA (10/30/89)

SO 90-002 Commissary Operations, Fort Jackson, SC (11/3/89)

WE 90-001 Commissary Operations, Sagami-hara, Japan (11/3/89)

SO 90-001 Contracting for Direct Health Care Providers (11/6/89)

EU 90-002 Selected Environmental Program, Pirmasens Military Community, Pirmasens, Germany (11/6/89)

SO 90-300 121st U.S. Army Reserve Command, Birmingham, AL (11/6/89)

NE 90-003 Acquisitions Support Post Expansion, U.S. Army Garrison, Fort Drum, NY (11/20/89)

EC 90-005 Electronic Information Delivery System, U.S. Army Training Support Center, Fort Eustis, VA (11/21/89)

SW 90-203 Family Housing, U.S. Army Combined Arms Center and Fort Leavenworth, Fort Leavenworth, KS (11/22/89)

SW 90-200 Prepositioned Medical War Reserves Program, Fitzsimons Army

Medical Center, Aurora, CO (11/27/89)

NE 90-200 Tempest Protection Program, Tempest Risk Assessments (11/27/89)

WE 90-201 Nontactical Vehicles, U.S. Army, Army Engineer Division, Pacific Ocean, Fort Shafter, HI (11/28/89)

WE 90-203 Reserve Component Pay Systems, Washington Army National Guard, Camp Murray, WA (11/29/89)

WE 90-202 Nontactical Vehicles, U.S. Army Western Command, Fort Shafter, HI (11/29/89)

SW 90-201 Prepositioned Medical War Reserves Program, U.S. Army Medical Department Activity, Fort Hood, TX (11/29/89)

SW 90-001 Aviation Intermediate Maintenance Support, III Corps and Fort Hood, Fort Hood, TX (12/4/89)

SW 90-800 Planning and Budgeting for the Installation, Morale, Welfare and Recreation Fund (12/4/89)

EC 90-006 U.S. Army Publications Distribution Center-Baltimore, Baltimore, MD (12/7/89)

EC 90-002 Property Accountability, First U S Army and Fort George G. Meade, Fort George G. Meade, MD (12/11/89)

SW 90-005 Regional Data Center, Killeen, TX (12/12/89)

EU 90-302 Small Purchase Procedures, Regional Contracting Office, Stuttgart, Germany (12/15/89)

EU 90-303 Small Purchase Procedures, Regional Contracting Office, Seckenheim, Germany (12/15/89)

NE 90-201 Quality of Materiel, U.S. Army Communications-Electronic Command, Fort Monmouth, NJ (12/15/89)

SW 90-006 Civilian Pay, III Corps and Fort Hood, Fort Hood, TX (12/21/89)

EU 90-304 Small Purchase Procedures, Regional Contracting Office, Frankfurt, Germany (12/22/89)

MW 90-002 Acquisition and Contract Administration, U.S. Army Engineer Center and Fort Leonard Wood, Fort Leonard Wood, MO (12/22/89)

EC 90-200 Quality of Materiel, U.S. Army Tank-Automotive Command, Warren, MI (12/22/89)

SO 90-003 Audit of Selected Delivery Orders Under Job Order Contracting, XVIII Airborne Corps and Fort Bragg, Fort Bragg, NC (12/22/89)

NE 90-202 Reserve Component Pay Systems, 79th U.S. Army Reserve Command, Willow Grove, PA (12/22/89)

EU 90-800 Planning and Budgeting for the Morale, Welfare and Recreation Fund, Wuerzburg Military Community, Wuerzburg, Germany (12/27/89)

HQ 90-200 Disability Payments to Military Personnel (12/27/89)

SO 90-203 Nontactical Vehicles, U.S. Army Aviation Center and Ft. Rucker, Fort Rucker, AL (12/27/89)

SO 90-205 Reserve Component Pay Systems, Puerto Rico Army National Guard, San Juan, Puerto Rico (12/28/89)

SW 90-202 Job Order Contracting (12/29/89)

WE 90-800 Amusement and Vending Machines, National Training Center and Fort Irwin, Fort Irwin, CA (12/29/89)

EU 90-306 Auto Salvage Yards, U.S. Army, Europe and Seventh Army (1/3/90)

EC 90-007 Maintenance Float Requirements for the 7.5-Ton Light Crane (1/3/90)

EC 90-800 Amusement and Vending Machine Operations, Fort Belvoir, VA (1/4/90)

MW 90-201 Audit of Nontactical Vehicles, U.S. Army Armor Center and Fort Knox (1/4/90)

EC 90-008 Corps-Managed Recreation Area, U.S. Army Corps of Engineers, Washington, DC (1/11/90)

WE 90-004 Controls Over Ammunition, Fort Huachuca, AZ (1/12/90)

EC 90-201 Quality of Materiel, U.S. Army Materiel Command, Alexandria, VA (1/16/90)

EC 90-004 Civil Works Management, U.S. Army Engineer Division, Ohio River, Cincinnati, OH (1/25/90)

NE 90-204 Reserve Component Pay Systems, 77th U.S. Army Reserve Command, Fort Totten, NY (1/25/90)

EC 90-009 Basis of Issue Plan Management, U.S. Army Training Support Center, Fort Eustis, VA (1/25/90)

WE 90-204 Civil Works Projects (1/29/90)

HQ 90-750 Payment to North Dakota for Leasing of Federal Land, U.S. Army Corps of Engineers (1/30/90)

EU 90-308 Range Operations, Seventh Army Training Command, Grafenwoehr, Germany (1/30/90)

HQ 90-401 Review of the Army Internal Control Program (FY 89), Director of Information Systems for Command, Control, Communications, and Computers (1/30/90)

EU 90-307 Installation Materiel Maintenance Activities, V Corps, Frankfurt, Germany (1/31/90)

EC 90-011 U.S. Army Dental Activity, Fort Eustis, VA (2/5/90)

MW 90-005 311th Military Intelligence Battalion, 101st Airborne Division (Air Assault) and Fort Campbell, Fort Campbell, KY (2/5/90)

SO 90-005 Dwight David Eisenhower Army Medical

Center, Fort Gordon, GA
(2/6/90)

SW 90-007 Facilities
Engineering, U.S. Army South
(2/12/90)

WE 90-207 Leased
Communications (2/12/90)

MW 90-300 Nebraska Army
National Guard, Lincoln, NE
(2/12/90)

EC 90-012 Property
Accountability, U.S. Army,
Fort Belvoir, VA (2/13/90)

MW 90-004 Acquisition and
Contract Administration,
General Procurement Branch,
C. M. Price Support Center,
Granite City, IL (2/14/90)

EC 90-206 Prepositioned
Medical War Reserves
Program, Walter Reed Army
Medical Center, Washington,
DC (2/14/90)

NE 90-203 Tempest Protection
Program, Program Executive
Officer, Communications
Systems, Fort Monmouth, NJ
(2/16/90)

EC 90-202 Family Housing
(2/16/90)

SW 90-300 Arkansas Army
National Guard, North Little
Rock, AR (2/20/90)

NE 90-801 Planning and
Justification for Major Con-
struction of Morale, Welfare
and Recreation Facilities, U.S.
Army Materiel Command,
Alexandria, VA (2/20/90)

MW 90-006 Convalescent
Leave, Fourth U.S. Army and
Fort Sheridan, IL (2/21/90)

EU 90-003 Production and
Information Processing
Equipment, Mainz Army
Depot, Mainz, Germany
(2/22/90)

NE 90-800 Amusement and
Vending Machine Operations
for the Morale, Welfare and
Recreation Program, U.S.
Army Training Center and
Fort Dix, Fort Dix, NJ (2/22/90)

WE 90-007 Compensation for
Federal Tax Liability, U.S.
Army Western Command, Fort
Shafter, HI (2/26/90)

SO 90-801 Amusement and
Vending Machine Operations,
U.S. Army Missile Command,
Redstone Arsenal, AL (2/26/90)

EU 90-004 Airfield
Operations, Maurice Rose
Army Airfield, Frankfurt,
West Germany (2/26/90)

WE 90-005 Information
Management, Headquarters,
Sixth U.S. Army and Presidio
of San Francisco, San
Francisco, CA (2/26/90)

WE 90-209 Toxic Chemical
Munitions, Tooele Army Depot,
Tooele, UT (2/27/90)

SW 90-009 The Management
of Hazardous Material and
Waste, Red River Army Depot,
Texarkana, TX (2/27/90)

NE 90-004 Civil Works, U.S.
Army Engineer District,
Pittsburgh, PA (2/28/90)

EC 90-013 Fund
Administration, U.S. Army
Laboratory Command,
Adelphi, MD (2/28/90)

SW 90-008 Panama Canal

Treaty Implementation
Planning, Office of the Deputy
Chief of Staff for Operations
and Plans, DA (3/1/90)
(CLASSIFIED)

SO 90-006 Petroleum
Deliveries, XVIII Airborne
Corps and Fort Bragg, Fort
Bragg, NC (3/1/90)

WE 90-006 Acquisition and
Contract Administration,
Eighth U.S. Army, Seoul,
Korea (3/2/90)

EU 90-309 Facility
Management, U.S. Army,
Europe and Seventh Army
(3/5/90)

EU 90-006 Property Book
Accountability, U.S. Military
Community Activity,
Stuttgart, Germany (3/8/90)

NE 90-005 Armywide
Minicomputer Contract, Fort
Monmouth, NJ
(3/12/90)

SO 90-009 U.S. Army Corps of
Engineers, Wilmington Dis-
trict, Wilmington, NC
(3/12/90)

SO 90-004 Financial
Management Operations, U.S.
Army Chemical and Military
Police Centers and Fort
McClellan, Fort McClellan, AL
(3/13/90)

EC 90-010 Cumberland River
Basin Hydroelectric Facilities,
U.S. Army Engineer Division,
Ohio River, Cincinnati, OH
(3/15/90)

SW 90-010 Financial
Operations, Fitzsimons Army
Medical Center, Aurora, CO,
(3/15/90)

NE 90-206 Acquisition of Nondevelopmental Items, U.S. Army, Natick Research, Development and Engineering Center, Natick, MA (3/19/90)

MW 90-009 Duplicate Emergency Files Program, U.S. Army Materiel Command (3/20/90)

MW 90-008 Civilian Pay, U.S. Army Aviation Systems Command, St Louis, MO (3/21/90)

SO 90-700 Foreign Intelligence Contracting, U.S. Army Missile Command, Redstone Arsenal, AL (3/26/90)

SW 90-012 Finance and Accounting Operations, 1st Infantry Division (Mechanized) and Fort Riley, Fort Riley, KS (3/27/90)

SO 90-301 Inactive Duty Training Assemblies, 81st U.S. Army Reserve Command, East Point, GA (3/27/90)

SO 90-007 Followup Audit of Commissary Operations, Fort Bragg, NC (3/30/90)

MEMORANDUM REPORTS

MW 09-700 Review of the Proposed Army Maintenance of the Target Acquisition Designation Sight/Pilot Night Vision Sensor (10/10/89)

WE 90-002 Survey of Central Receiving Operations, Presidio of San Francisco, CA (10/13/89)

EC 90-400 The American Red Cross, Combined Statement of Public Support, Revenues and Expenses and Changes in Net Assets and Combined

Statement of Functional Expenses, For the Year Ended June 30, 1989 (10/20/89)

WE 90-205 Audit of Special Duty Assignments (10/31/89)

WE 90-300 Army's Participation in the Afloat Prepositioning Force Program, Reserve Storage Activity, Hlythe, United Kingdom (11/3/89)

SO 90-201 Audit of Internal Review Functions, Phases II-IV, U.S. Army Aviation Center and Fort Rucker, Fort Rucker, AL (11/6/89)

SW 90-500 Review of Government Costs of Food Services, U.S. Army Air Defense Artillery Center and Fort Bliss, Fort Bliss, TX (11/9/89)

SO 90-202 Internal Review Functions, Phases II-IV, XVIII Airborne Corps and Fort Bragg, Fort Bragg, NC (11/13/89)

WE 90-003 Survey of the Automation Security Program, Fort Huachuca, AZ (11/17/89)

SO 90-204 Audit of Internal Review Functions, Phases II-IV, Headquarters, Forces Command, Fort McPherson, GA (11/22/89)

WE 90-206 Audit of Internal Review Functions, Phases II-IV, 7th Infantry Division (Light) and Fort Ord, Fort Ord, CA (11/27/89)

EC 90-751 Personnel Strength Validation, Headquarters, U.S. Army Materiel Command, Alexandria, VA (12/1/89)

SW 90-204 Use of Funds (12/4/89)

NE 90-501 Review of Government Cost of Directorate of Engineering and Housing Operations, U.S. Army Training Center and Fort Dix, Fort Dix, NJ (12/6/89)

HQ 90-752 Internal Controls Over Meat Department Operations, U.S. Army Troop Support Agency, Fort Lee, VA (12/11/89)

MW 90-702 Review of Base Realignment Construction Requirements, U.S. Army Soldier Support Center, Fort Benjamin Harrison, IN (12/15/89)

EC 90-203 Audit of Internal Review Functions, Phases II-IV, U.S. Army Logistics Center and Fort Lee (Provisional), Fort Lee, VA (12/15/89)

EC 90-752 Review of Suspected Irregularities in Contractor Billings for Drug Dependency Testing, Contract Number DADA-15-8D-007 (12/22/89)

EU 90-005 Observations for Management Consideration, Audit of Airfield Operations, Maurice Rose Army Airfield, Frankfurt, Germany (12/27/89)

EU 90-310 Observations for Management Consideration, Audit of Range Operations, Seventh Army Training Command, Grafenwoehr, Germany (12/28/89)

EC 90-753 Survey of Controls Over Payments to Contractors for Drug Dependency Testing, U.S. Total Army Personnel

Command, Alexandria, VA
(1/2/90)

EU 90-200 Audit of Internal Review Functions, VII Corps, Stuttgart, Germany (1/2/90)

EU 90-201 Internal Review Functions, 21st Theater Army Area Command, Kaiserslautern, Germany (1/2/90)

EU 90-202 Audit of Internal Review Functions, 59th Ordnance Brigade, Pirmasens, Germany (1/2/90)

EC 90-205 Internal Review Functions, Phases II-IV, Walter Reed Army Medical Center, Washington, DC (1/4/90)

EU 90-700 Survey of Assessment of Equipment Maintenance Center, 21st Theater Army Area Command, Kaiserslautern, Germany (1/4/90)

WE 90-750 Summary of Audit Assistance to Crime Prevention Surveys (1/5/90)

SO 90-500 Review of the Commercial Activity Study for the Repair Facility at the Tuscaloosa Area Office, Tuscaloosa, AL (1/12/90)

EC 90-207 Internal Review Functions, Phases II-IV, Fort Monroe, VA (1/19/90)

SO 90-501 Review of the Commercial Activity Study for the Draft and Debris Removal Functions at the Tuscaloosa Area Office, Tuscaloosa, AL (1/25/90)

MW 90-703 Review of the Army Internal Control Program (FY 89), U.S. Army

Materiel Command, Alexandria, VA (1/26/90)

MW 90-704 Review of the Army Internal Control Program (FY 89), U.S. Army Training and Doctrine Command, Fort Monroe, VA (1/26/90)

SO 90-502 Review of the Government Costs for Operations of the Clothing Initial Issue Point, Fort McClellan, AL (2/5/90)

SO 90-008 Observations for Management Consideration, Audit of Financial Management Operation, U.S. Army Chemical and Military Policy and Fort McClellan, Fort McClellan, AL (2/6/90)

EU 90-007 Survey of Project Management, European Telephone System, U.S. Army Information Systems Management Activity (2/8/90)

EC 90-208 Audit of School Payment Procedures for the Junior Reserve Officers' Training Corps Program, U.S. Army Reserve Officers' Training Corps Cadet Command (2/15/90)

EC 90-209 Internal Review Functions, Phases II-IV, Headquarters, U.S. Army Training and Doctrine Command, Fort Monroe, VA (2/16/90)

EC 90-600 Audit of Logistics Support Analysis for the All Source Analysis System/Enemy Situation Correlation Element, Program Manager, Joint Tactical Fusion Program Office, McLean, VA (2/16/90)

SW 90-208 Dining Facility Management, Fort Sill, OK (3/14/90)

SO 90-012 Reclassification of Enlisted Personnel, XVIII Airborne Corps and Fort Bragg, Fort Bragg, NC (3/28/90)

ADVISORY REPORTS

SW 90-A1 Planning and Budgeting for the Installation Morale, Welfare, and Recreation Fund (12/28/89)

NAVAL AUDIT SERVICE

088-C-89 Funds Administered by the Secretary of the Navy (9/2/89)

086-S-89 Foreign Military Training Provided by Navy Training Activities (9/7/89)

089-S-89 Reported Costs and Work Progress for the Overhaul of the USS CINCINNATI (9/11/89)

075-C-89 Department of the Navy Management Control Program and Accounting Systems Review Process (9/14/89)

092-S-89 Operation of the Medical Inventory Control System (9/18/89)

091-W-89 Followup on Selected Aspects of the Management Control Program, Internal Review and Local Audits, Procurement, Facility Labor Distribution, Property and Inventories, and Accounting at the Naval Postgraduate School, Monterey, CA (9/27/89)

093-S-89 Information Systems Management at the Naval Education and Training Program Management Support Activity (9/29/89)	at Marine Corps Logistics Base, Albany, GA (11/16/89)	Works Center, Pearl Harbor, HI (12/19/89)
094-S-89 Commercial Activity Cost Comparison Review of Base Supply Operations at Naval Air Station, Oceana, Virginia Beach, VA (9/29/89)	008-S-90 Procurement and Accountability of Automated Data Processing Equipment at Marine Corps Logistics Base, Albany, GA (11/16/89)	01-H-90 Review of Reported Costs for the Overhauls of the USS BANCROFT SSBN 643 and the USS FRANKLIN SSBN 640 and Foreign Military Training (12/21/89)
090-W-89 Marine Corps Base, Camp Pendleton, California Regional Automated Services Center Operations and Support (10/10/89)	009-W-90 Selected Aspects of Supply Management, Submarine Maintenance and Repair, Finance, and Other Selected Functions at Trident Refit Facility, Bangor, Bremerton, WA (11/24/89)	02-H-90 Audit of the Department of the Navy's Data Processing Installation Phase III Acquisition (12/29/89)
005-C-90 NATO Improvement Link Eleven (NILE) Project (10/17/89)	010-N-90 Effectiveness and Efficiency of Contracting Officer's Technical Representatives at Selected Naval Laboratories (11/27/89)	019-S-90 Ships' Stores Accounting and Management (12/29/89)
001-C-90 Telephone Services at the Naval Air Test Center/Naval Air Station, Patuxent River, MD (10/25/89)	012-N-90 Non-Aviation Repairables Management (11/27/89)	021-W-90 Costs Incurred in the Competitive Regular Overhaul of the USS FLETCHER (1/3/90)
002-C-90 Selected Aspects of Comptroller and Supply Functions at Headquarters, Naval District Washington (10/25/89)	013-C-90 Selected Aspects of Accounting, Disbursing, and Payroll Functions at the Naval Regional Finance Center, Washington, DC (11/30/89)	023-C-90 Commercial Activity Cost Comparison Review of the Operation and Maintenance of Fleet Tugs at the Military Sealift Command (1/10/90)
007-C-90 Project Management Audit of the Enhanced Modular Signal Processor (10/30/89)	016-C-90 Audit of the United States/United Kingdom Polaris Trust Fund (12/6/89)	024-C-90 Post Decision Commercial Activity Review of Oceanographic Ship Operations (1/11/90)
006-S-90 Commercial Activity Post-Decision Review of the Public Works Department Maintenance and Utilities Function, Naval Air Station, Cecil Field, FL (11/1/89)	011-S-90 Management of Information Resources Pursuant to Developing the Reserve Training Spt System/Technical Enhancement at Commander, Naval Reserve Force, New Orleans, LA (12/8/89)	025-S-90 Development of the Marine Corps Standard Supply System at Marine Corps Logistics Base, Albany, GA - Phase II (1/17/90)
095-W-89 Payments for Police and Fire Protection for Family Housing Units (11/16/89)	014-W-90 Maintenance and Logistics Support of the F/A-18 Aircraft (12/13/89)	020-W-90 Management of Material and Equipment at Supply Department, Pacific Missile Test Center, Point Mugu, CA (1/19/90)
004-S-89 Requirements Determination for Operating Stocks and Spares Acquisition Value Enhancement Program	015-W-90 Commercial Activity Post-Decision Review of Maintenance of Buildings and Structures at Navy Public	003-H-90 Research of Navy Publishing and Printing Service Billings by the Government Printing Office (1/26/90)

027-N-90 Management of Commercial Repair of Non-Aviation Material (1/30/90)

018-W-90 Ship Repair Facility/Authorization Accounting Activity-Information System at U.S. Naval Ship Repair Facility, Subic Bay, Luzon, Republic of the Philippines (1/31/90)

017-W-90 Management of the Fleet Marine Forces Maintenance Floats (2/7/90)

031-N-90 Contractors' Progress Payments Under Naval Sea Systems Command Programs (2/8/90)

029-C-90 Contract Award and Administration Functions Performed by Naval Regional Contracting Center, Washington, DC (2/14/90)

030-C-90 Family Housing Major Repair and Improvement Projects (2/14/90)

026-N-90 Review and Audit of Morale, Welfare, and Recreation Activities at the Naval Air Station, Meridian, MS (2/16/90)

028-S-90 Navy Data Communications Not Using the Defense Data Network (2/16/90)

022-S-90 Feedback to Field Pricing Support Activities from the Naval Air Systems Command Headquarters (2/23/90)

034-S-90 Commercial Activity Cost Comparison Review of Transportation Functions at Naval Air Station, Key West, FL (2/23/90)

003-S-90 Accountability, Security, and Control Over Repairable Items (2/28/90)

035-S-90 Consolidation of Supply Functions in the Geographical Area of Naval Supply Center, Jacksonville, FL (3/7/90)

053-N-89 Marine Corps Enlistment and Reenlistment Bonus Programs (3/27/90)

AIR FORCE AUDIT AGENCY

INSTALLATION LEVEL REPORTS

100-0-01 Controlling the Movement and Storage of Personal Property, Lowry AFB, CO (10/12/89)

100-0-02 Management of Air Force Reserve and Air National Guard Flying Pay, Air Force Accounting and Finance Center, Denver CO (10/18/89)

100-0-03 Implementation of In-House Commercial Activity Decisions (Grounds Maintenance Activity), Lowry Technical Training Center, Lowry AFB, CO (Project 9305111) (10/31/89)

100-0-04 Development and Reporting of Fiscal Year (FY) 1988 Training Course Cost Data, Lowry Technical Training Center (LTTC), Lowry AFB, CO (11/01/89)

100-0-05 Foreign Military Sales (FMS) Packing, Crating, and Handling (PC&H) Charges, Security Assistance Accounting Center (SAAC), Denver, CO (11/02/89)

100-0-06 Accounting and Finance, Fund Administration and Control (ADSN 5040), Lowry, AFB, CO (11/09/89)

100-0-07 Management of Dining Hall Subsistence, Lowry Technical Training Center, Lowry AFB, CO (12/21/89)

100-0-08 Accountability of Chaplain Funds and Property, Lowry Technical Training Center, Lowry AFB, CO (1/10/90)

100-0-09 Review of Contractor Provided Communications-Computer Systems Support, Air Force Accounting and Finance Center, Denver, CO (1/11/90)

100-0-10 Review of Software Testing at the Standard Systems Center, Lowry Technical Training Center, Lowry AFB, CO (Project 9195423) (1/11/90)

100-0-11 Management of Foreign Military Sales (FMS) Termination Liability Reserves, Security Assistance Accounting Center (SAAC), Denver, CO (1/12/90)

100-0-12 Managing Vehicle Operations, Lowry Technical Training Center, Lowry AFB, CO (1/16/90)

100-0-13 Evaluation of Controls Over Budget Execution of the Operation and Maintenance Appropriation, Air Force Accounting and Finance Center, Denver, CO (Project 0255316) (1/16/90)

100-0-14 Interest Assessed on Debts Owed to the Air Force, Air Force Accounting and

Finance Center (AFAFC),
Denver, CO (1/22/90)

100-0-15 Managing Civilian
Training, Lowry Technical
Training Center, Lowry AFB,
CO (1/24/90)

100-0-16 Engine Management,
140th Tactical Fighter Wing,
Buckley ANGB, CO (1/24/90)

100-0-17 Management of Base
Education Services, Lowry
Technical Training Center,
Lowry AFB, CO (1/29/90)

100-0-18 Management of
Foreign Military Sales (FMS)
Royalty Fees, Security
Assistance and Accounting
Center (SAAC), Denver, CO
(2/08/90)

100-0-19 Evaluation of
Controls Over Budget
Execution of the Operation and
Maintenance Appropriation,
Air Reserve Personnel Center,
Denver, CO (Project 0255316)
(3/02/90)

100-0-20 Followup Review of
General Controls Within the
Communications and
Computer Systems Office,
Lowry Technical Training
Center (LTTC), Lowry AFB,
CO (3/08/90)

100-0-21 Management of
Foreign Military Sales (FMS)
Expenditure Authority and
CMCS/DIPS Transaction
Rejects, Air Force Accounting
and Finance Center (AFAFC),
Denver, CO (3/15/90)

100-0-22 Followup of
Forecasting Requirements for
Peacetime Conventional
Munitions, Buckley ANGB, CO
(3/16/90)

110-0-01 Review of Base
Education Services, 3rd Space
Support Wing, Peterson AFB,
CO (10/18/89)

110-0-02 Accounting and
Internal Control Procedures of
the Air Force Academy
Athletic Association (AFAAA),
USAF Academy, CO (11/09/89)

110-0-03 Air Force Use of
Communications Service
Authorizations (CSAs) to
Acquire Tele-Communication
Equipment and Services,
USAF Academy, CO (Project
9066412) (11/14/89)

110-0-04 Review of Accounting
and Finance Office Military
Pay and Allowances, 3d Space
Support Wing, Peterson AFB,
CO (12/28/89)

110-0-05 Management of
Vehicle Operations and
Maintenance, Peterson AB, CO
(1/29/90)

110-0-06 Review of Base
Supply, Equipment
Management Section, U.S. Air
Force Academy, CO (1/30/90)

110-0-07 Review of
Communications-Computer
Systems Requirements
Document (CSR) Processing
Procedures, HQ Air Force
Space Command, Peterson
AFB, CO (3/07/90)

203-0-01 Cost Effectiveness of
Satellite Pharmacy
Operations, 2nd Strategic
Hospital, 2nd Bombardment
Wing, Barksdale AFB, LA
(Project 9325116) (11/09/89)

203-0-02 Management of the
Inventory Section, 2d Supply
Squadron, 2d Bombardment

Wing, Barksdale AFB, LA
(1/05/90)

203-0-03 Followup of Controls
Over Civilian Pay, 2d
Bombardment Wing,
Barksdale AFB, LA
(1/29/90)

203-0-04 Implementation of
the Federal Managers'
Financial Integrity Act-FY
1989, 2d Bombardment Wing,
Barksdale AFB, LA (Project
9265320) (2/22/90)

208-0-01 F-16 Conversion,
144th Fighter Interceptor
Wing (Air National Guard),
Fresno Air Terminal, Fresno,
CA (10/02/89)

208-0-02 Management of
Expired Funds, 93rd
Bombardment Wing, Castle
AFB, CA (10/03/89)

208-0-03 Management of
Unauthorized Equipment On
Hand, 93d Bombardment
Wing, Castle AFB, CA
(10/25/89)

208-0-04 Review of Initial
Planning for Personnel
Concept III Implementation,
93d Bombardment Wing,
Castle AFB, CA (Project
9195422) (10/26/89)

208-0-05 Management of Air
Training Command Student
Travel Funds, 93d
Bombardment Wing, Castle
AFB, CA (11/15/89)

208-0-06 Management of
Small Computers, 93d
Bombardment Wing, Castle
AFB, CA (11/18/89)

208-0-07 Deactivation of
Detachment I, 318th Fighter

Interceptor Squadron, Castle AFB, CA (11/30/89)

208-0-08 Followup of the Management of War Readiness Spares Kits (FB 4672), 93d Bombardment Wing, Castle AFB, CA (3/06/90)

208-0-09 Management of Pharmacy Operations, 93d Bombardment Wing, Castle AFB, CA (Project 9325116) (3/08/90)

213-0-01 Accounting for Materiel Financial Resources, 96 BMW, Dyess AFB, TX (10/26/89)

213-0-02 Management of Vehicle Operations, 7 BMW, Carswell AFB, TX (10/23/89)

213-0-03 Followup of Management of Support Agreements, 96 BMW, Dyess AFB, TX (12/14/89)

213-0-04 Followup of Base Mobility Plan, 96 BMW, Dyess AFB, TX (12/14/89)

213-0-05 Management of B-1B Transition Program, 96th Bombardment Wing, Dyess AFB, TX (12/18/89)

213-0-06 Management of Organizational Equipment, 7 BMW, Carswell AFB, TX (1/24/90)

213-0-07 Management of Repair Cycle Assets, 96 BMW, Dyess AFB, TX (1/29/90)

213-0-08 Review of Morale, Welfare, and Recreation (MWR) Operations, 7th Bombardment Wing, Carswell AFB, TX (Project 9285112) (2/05/90)

213-0-09 Management of the Hydrant/Central Aircraft Support System (CASS), 96 BMW, Dyess AFB, TX (2/12/90)

213-0-10 Followup of Pest Control on Construction Projects, 96 BMW, Dyess AFB, TX (3/14/90)

213-0-11 Interfund Billing System-Unmatched or Suspended Bills, 96 BMW, Dyess AFB, TX (Project 0265314) (2/28/90)

213-0-12 Management of Powered Aircraft Ground Support Equipment, 96 BMW, Dyess AFB, TX (3/02/90)

213-0-13 Management of the General Support Division of the Air Force Stock Fund, 96 BMW, Dyess AFB, TX (3/09/90)

213-0-14 Civilian Personnel Staffing Management, 96 BMW, Dyess AFB, TX (3/14/90)

213-0-15 Followup, Management of Aviation Fuel Peacetime Requirements and Inventories, 96 BMW, Dyess AFB, TX (Project 0126120) (3/19/90)

213-0-16 Management of Food Service Operations, 96 BMW, Dyess AFB, TX (3/19/90)

218-0-01 Management of Fuels, 185th Tactical Fighter Group, Iowa Air National Guard, Sergeant Bluff, IA (10/02/89)

218-0-02 Management of War Readiness Spares Kit, 114th Tactical Fighter Group (ANG), Sioux Falls, SD (10/02/89)

218-0-03 Management of Civilian Overtime, 90th Strategic Missile Wing, F.E. Warren AFB, WY (10/13/89)

218-0-04 Contractor Operated Parts Store (COPARS), 12th Air Division, Ellsworth AFB, SD (11/17/89)

218-0-05 General Support Division Stock Fund Management, 90th Strategic Missile Wing, F.E. Warren AFB, WY (12/01/89)

218-0-06 Management of Repair Cycle Assets, 12th Air Division, Ellsworth AFB, SD (12/05/89)

218-0-07 Management of Compressed Gases and Gas Cylinders, 90th Strategic Missile Wing, F.E. Warren AFB, WY (12/05/89)

218-0-08 Management of the Personnel Reliability Program, 90th Strategic Missile Wing, F.E. Warren AFB, WY (12/05/89)

218-0-09 Management of Recoverable and Waste Petroleum Products, Ellsworth AFB, SD (12/05/89)

218-0-10 Followup of the Management of the Minute-man Education Program Contract, 12th Air Division, Ellsworth AFB, SD (12/28/89)

218-0-11 Followup on Management of Ground Fuels, 12th Air Division, Ellsworth AFB, SD (1/09/90)

218-0-12 Management of Contract Modifications, 90th Strategic Missile Wing, F.E. Warren AFB, WY (1/11/90)

218-0-13 Followup on Depot Repairable Item Processing, 12th Air Division, Ellsworth AFB, SD (1/11/90)

218-0-14 Review of Appliance Management, 90th Strategic Missile Wing, F.E. Warren AFB, WY (1/12/90)

218-0-15 Management of WRM Pallets and Nets, 12th Air Division, Ellsworth AFB, SD (1/12/90)

218-0-16 TMO--Freight Operations, 12th Air Division, Ellsworth AFB, SD (1/24/90)

218-0-17 Management of the Reusable Container Program, 12th Air Division, Ellsworth AFB, SD (1/29/90)

218-0-18 Management of Adjusted Stock Level Program, 12th Air Division, Ellsworth AFB, SD (3/19/90)

223-0-01 Relocation Income Tax Allowance, 92nd Bombardment Wing, Fairchild AFB, WA (10/02/89)

223-0-02 Followup of Vehicle Maintenance Management, 92d Bombardment Wing, Fairchild AFB, WA (11/02/89)

223-0-03 Management of Food Service Operations, 92d Bombardment Wing, Fairchild AFB, WA (11/14/89)

223-0-04 Management of Emergency Generators, 5th Satellite Control Squadron, Fairchild AFB, WA (Project 9205215) (11/14/89)

223-0-05 Relocation Income Tax Allowance, 40th Air

Division, Malmstrom AFB, MT (12/06/89)

223-0-06 Management of Commercial Services, 92nd Bombardment Wing, Fairchild AFB, WA (12/11/89)

223-0-07 Dormitory Management, 92d Bombardment Wing, Fairchild AFB, WA (12/11/89)

223-0-08 Ground Fuels Management, 92d Bombardment Wing, Fairchild AFB, WA (12/11/89)

223-0-09 Management of Ground Fuel Servoplates, 40th Air Division, Malmstrom AFB, MT (12/26/89)

223-0-10 Management of Civil Engineering Emergency Generators, 92nd Bombardment Wing, Fairchild AFB, WA (Project 9205215) (12/26/89)

223-0-11 Management of the Base UNISYS 2200 Computer System, 40th Air Division, Malmstrom AFB, MT (1/05/90)

223-0-12 Resource Augmentation Duty (READY) Program Management, 92nd Mission Support Squadron, Fairchild AFB, WA (1/19/90)

223-0-13 Management of Food Service Operations, 40th Air Division, Malmstrom AFB, MT (3/09/90)

223-0-14 Followup of Management of Material Control, Base Civil Engineering (BCE) Squadron, 92d Bombardment Wing, Fairchild AFB, WA (3/09/90)

223-0-15 Family Housing Maintenance Contract, 840 Mission Support Squadron, Malmstrom AFB, MT (3/16/90)

228-0-01 Management of Civilian Overtime, Rivet Mile Location, Grand Forks, ND (10/01/89)

228-0-02 Management of the Spectrometer Oil Analysis Program, 42d Air Division, Grand Forks AFB, ND (11/06/89)

228-0-03 Management of the Spectrometer Oil Analysis Program, Det 3, 37th Air Rescue Squadron, Grand Forks AFB, ND (11/06/89)

228-0-04 Management of Base Visual Information Services, 42nd Air Division, Grand Forks AFB, ND (11/06/89)

228-0-05 Management of Civilian Overtime, 42nd Air Division, Grand Forks AFB, ND (11/13/89)

228-0-06 Small Computer Accountability, 42nd Air Division, Grand Forks AFB, ND (11/16/89)

228-0-07 Followup of Management of Life Support Equipment, 42nd Air Division, Grand Forks AFB, ND (11/30/89)

228-0-08 Management of Basic Allowance for Subsistence, 42d Air Division, Grand Forks AFB, ND (12/18/89)

228-0-09 Base Accountability of Audiovisual Equipment, 42d Air Division, Grand Forks AFB, ND (12/18/89)

228-0-10 Warranty Management, 42nd Air Division, Grand Forks AFB, ND (1/11/90)

228-0-11 Precious Metals Recovery Program, 42nd Air Division, Grand Forks AFB, ND (1/11/90)

228-0-12 Management of Compressed Gas Cylinders, 42d Air Division, Grand Forks AFB, ND (2/14/90)

228-0-13 Flying Hour Program Management, 148th Fighter Interceptor Group (FIG), Minnesota Air National Guard, Duluth IAP, MN (3/01/90)

228-0-14 Management of Medical War Reserve Material (WRM), 42nd Air Division, Grand Forks AFB, ND (3/03/90)

228-0-15 Management of Linen Exchange Activity, 42nd Air Division, Grand Forks AFB, ND (3/06/90)

228-0-16 Authorizing and Accounting for Data Transfer Unit Cartridges, 42nd Air Division, Grand Forks AFB, ND (3/06/90)

228-0-17 Management of Subsistence In Kind (SIK), 42nd Air Division, Grand Forks AFB, ND (3/15/90)

233-0-01 Management of Selected Base Service Contracts, Rome Air Development Center, Griffiss AFB, NY (10/02/89)

233-0-02 Followup of Management of the Self-Help Program, 416th Bombardment

Wing, Griffiss AFB, NY (10/04/89)

233-0-03 Review of Direct Procurement Procedures, Rome Air Development Center, Griffiss AFB, NY (10/10/89)

233-0-04 Warehousing of Local Purchase Items, Base Supply (FB 4616), 416th Bombardment Wing, Griffiss AFB, NY (10/26/89)

233-0-05 Management of Flight Kitchen Operations, 416th Bombardment Wing, Griffiss AFB, NY (11/06/89)

233-0-06 Management of Special Purpose Recoverables Authorized Maintenance, Base Supply (FE 6321), 107th Fighter Interceptor Group (ANG), Niagara Falls IAP, NY (1/10/90)

233-0-07 Management of Outdoor Recreation Operations, 416th Bombardment Wing, Griffiss AFB, NY (1/10/90)

233-0-08 Implementation of the Federal Managers' Financial Integrity Act-FY 1989, 416th Bombardment Wing, Griffiss AFB, NY (Project 9265320) (1/17/90)

233-0-09 Management of the Dependent Care Responsibilities Program, 933rd Civil Engineering Squadron (AFRES), Griffiss AFB, NY (Project 9165117) (1/17/90)

233-0-10 Management of the Dependent Care Responsibilities Program, 174th Tactical Fighter Wing (ANG), Hancock Field, NY

(Project 9165117) (1/18/90)

233-0-11 Management of the Dependent Care Responsibilities Program, 23rd Medical Services Squadron (AFRES), Griffiss AFB, NY (Project 9165117) (1/18/90)

233-0-12 Management of the Dependent Care Responsibilities Program, 416th Bombardment Wing, Griffiss AFB, NY (Project 9165117) (1/18/90)

233-0-13 Management of Tail Number Bins, 416th Bombardment Wing, Griffiss AFB, NY (1/24/90)

233-0-14 Followup of Acquisition and Management of DoD Laboratory Equipment, Rome Air Development Center, Griffiss AFB, NY (Project 9016310) (1/30/90)

233-0-15 Management of Mission Support Equipment, Base Supply (FE 6324), 174th Tactical Fighter Wing (ANG), Hancock Field, NY (2/09/90)

233-0-16 Management of Commercial Services, 416th Bombardment Wing, Griffiss AFB, NY (2/28/90)

233-0-17 Followup of Disposition of High Power Laboratory Assets, Rome Air Development Center, Griffiss AFB, NY (2/28/90)

233-0-18 Management of Repair Cycle Assets, 416th Bombardment Wing, Griffiss AFB, NY (3/05/90)

233-0-19 Review of Quality Assurance Evaluation for Military Family Housing at

Hancock Field NY, 416th Bombardment Wing, Griffiss AFB, NY (3/06/90)

233-0-20 Management of Hazardous Material, Rome Air Development Center, Griffiss AFB, NY (3/20/90)

233-0-01 Accounting and Finance (ADSN 5969), Paying and Collecting, Verification of Cash, 410 BMW, K I Sawyer AFB, MI (10/02/89)

238-0-02 Management of Controlled Drugs, 410th Bombardment Wing, K I Sawyer AFB, MI (10/16/89)

238-0-03 Management of Civilian Pay (ADSN 5969), 410th Bombardment Wing, K I Sawyer AFB, MI (11/09/89)

238-0-04 Quality Assurance Surveillance Over Contractor-Operated Parts Store (COPARS) Contract, 410th Bombardment Wing, K I Sawyer AFB, MI (11/28/89)

238-0-05 Implementation of In-House Commercial Activity Decisions, 410th Bombardment Wing, K I Sawyer AFB, MI (Project 9305111) (12/04/89)

238-0-06 Oil Analysis Program, 305th Air Refueling Wing, Grissom AFB, IN (2/07/90)

238-0-07 Tank Truck Refueler Requirements and Utilization, 128th Air Refueling Group (ANG), General Billy Mitchell Field, WI (2/08/90)

238-0-08 Management of Minor Construction Projects, 305th Air Refueling Wing, Grissom AFB, IN (3/19/90)

238-0-09 Followup of Contingency Operation/Mobility Planning and Execution System, BMW, K I Sawyer AFB, MI (3/19/90)

238-0-10 Land Mobile Radio Management (FE 6491), 128th Air Refueling Group (ANG), General Billy Mitchell Field, WI (3/19/90)

238-0-11 Management of Ground Support Chemical Warfare Defense Equipment, 128 AREFG (ANG), General Billy Mitchell Field, Milwaukee, WI (3/19/90)

238-0-12 Management of Fuels, 410th Bombardment Wing, K I Sawyer AFB, MI (3/20/90)

246-0-01 Management of Land Mobile Radio Equipment, 384th Bombardment Wing, McConnell AFB, KS (10/24/89)

246-0-02 Management of the Linen Exchange Activity, 384th Bombardment Wing (BMW), McConnell AFB, KS (11/09/89)

246-0-03 Management of Controlled Schedule II Drugs, 384th Bombardment Wing, McConnell AFB, KS (12/01/89)

246-0-04 Management of the Individual Equipment Unit (FB 4621), 384th Bombardment Wing, McConnell AFB, KS (12/06/89)

246-0-05 Management of Base Support Reimbursements, 384th Bombardment Wing, McConnell AFB, KS (12/26/89)

246-0-06 Review of Year-End Obligations, 384th

Bombardment Wing, McConnell AFB, KS (12/28/89)

246-0-07 Management of B-1B Aircraft Engines, 384th Bombardment Wing, McConnell AFB, KS (1/12/90)

246-0-08 Followup of Review of Air National Guard Acquisition Procedures and Practices, 190th Air Refueling Group, Kansas Air National Guard, Forbes Field, KS (2/02/90)

246-0-09 Followup of Review of Air National Guard Acquisition Procedures and Practices, 190th Air Refueling Group, Kansas Air National Guard, Forbes Field, KS (2/02/90)

246-0-10 Management of Fuel Price Changes (FB 4621), 384th Bombardment Wing, McConnell AFB, KS (2/16/90)

246-0-11 Followup of Management of Aviation Fuel Peacetime Requirements and Inventories (FB 4621), 384th Bombardment Wing, McConnell AFB, KS (Project 0126120) (2/23/90)

246-0-12 Management of Vehicle Operations, 184 TFG, Kansas ANG, McConnell AFB, KS (2/28/90)

246-0-13 Followup of Management of Civil Engineering Materials, 384th Bombardment Wing, McConnell AFB, KS (3/06/90)

251-0-01 Followup Review of Logistical Support for the Air Launched Cruise Missile Activation, 57th Air Division, Minot AFB, ND (10/04/89)

251-0-02 Management of BAQ Recertification Program, 57th Air Division, Minot AFB, ND (10/13/89)

251-0-03 Aircraft Engine Management, 57th Air Division, Minot AFB, ND (11/03/89)

251-0-04 Sole Source Noncompetitive Purchase Requests, 57th Air Division, Minot AFB, ND (11/22/89)

251-0-05 Management of Vehicle Tires and Batteries, 57th Air Division, Minot AFB, ND (11/22/89)

251-0-06 Management of the Mission Capability (MICAP) Program, Minot AFB, ND (1/22/89)

251-0-07 Management of Spares Support Lists, 57th Air Division, Minot AFB, ND (12/21/89)

251-0-08 Report of Survey Program, 57th Air Division, Minot AFB, ND (1/19/90)

251-0-09 Management of Flight Pay, 57th Air Division, Minot AFB, ND (1/26/90)

251-0-10 Management of Life Support Equipment, 57th Air Division, Minot AFB, ND (2/09/90)

251-0-11 Controls Over Military Leave, 57th Air Division, Minot AFB, ND (2/16/90)

251-0-12 Maintenance of Hospital Equipment, 57th Air Division, Minot AFB, ND (2/16/90)

251-0-13 Management of Aerospace Ground Equipment Maintenance, 57th Air Division, Minot AFB, ND (3/19/90)

251-0-14 Controls Over Hospital Equipment, 57th Air Division, Minot AFB, ND (3/19/90)

251-0-15 Followup, Review of Environmental Pollution, Prevention, Control, and Abatement, 57th Air Division, Minot AFB, ND (Project 0175214) (3/19/90)

251-0-16 Management of the Grounds Maintenance Program, 57th Air Division, Minot AFB, ND (3/19/90)

251-0-17 Management of Chemical Warfare Defense Equipment Mobility Bags, 2150th Communications Squadron, Minot AFB, ND (3/19/90)

260-0-01 Management of Ground Fuels, 55th Strategic Reconnaissance Wing, Offutt AFB, NE (10/03/89)

260-0-02 Review of Selected Aspects of Contractor Operated Parts Store (COPARS), 55th Strategic Reconnaissance Wing, Offutt AFB, NE (10/04/89)

260-0-03 Management of the Personnel Reliability Program, 55th Strategic Reconnaissance Wing, Offutt AFB, NE (10/04/89)

260-0-04 Followup of Base Supply Inventory Section, 55th Strategic Reconnaissance Wing, Offutt AFB, NE (10/05/89)

260-0-05 Air Force Implementation of the Federal Manager's Financial Integrity Act -FY 1989, Headquarters Strategic Air Command, Offutt AFB, NE (Project 9265320) (10/10/89)

260-0-06 Management of Special Purpose Recoverables Authorized Maintenance (SPRAM), 513th Test Squadron, Offutt AFB, NE (10/13/89)

260-0-07 Management of Air Force Owned Appliances, 351st Strategic Missile Wing, Whiteman AFB, MO (10/20/89)

260-0-08 Management of the Do-It-Yourself (DITY) Move Program, 55th Strategic Reconnaissance Wing, Offutt AFB, NE (10/23/89)

260-0-09 Management of Air Force Confidential Investigative Contingency Funds, Air Force Office of Special Investigations District 13, Offutt AFB, NE (Project 205211) (11/01/89)

260-0-10 Ehrling Bergquist USAF Regional Hospital, Management of Medical Local Purchase Program, 55th Strategic Reconnaissance Wing, Offutt AFB, NE (11/01/89)

260-0-11 Management of Missile Maintenance Training, 351 Strategic Missile Wing, Whiteman AFB, MO (11/02/89)

260-0-12 Management of Special Purpose Recoverables Authorized Maintenance (SPRAM), 55th Strategic Reconnaissance Wing, Offutt AFB, NE (11/03/89)

260-0-13 Management of Time Compliance Technical Orders (Minuteman), 351st Strategic Missile Wing, Whiteman AFB, MO (11/08/89)

260-0-14 Selected Aspects of the Energy Security Program - Management of Emergency Generators, HQ SAC, Offutt AFB, NE (Project 9205215) (11/08/89)

260-0-15 Management of the Suggestion Program, 55th Strategic Reconnaissance Wing, Offutt AFB, NE (11/14/89)

260-0-16 Air Force Implementation of the Federal Manager's Financial Integrity Act - FY 1989, 55th Strategic Reconnaissance Wing, Offutt AFB, NE (Project 9265320) (11/15/89)

260-0-17 Management of Base Supply Pickup and Delivery, 55th Strategic Reconnaissance Wing, Offutt AFB, NE (11/20/89)

260-0-18 Engine Management Accountability and Reporting Procedures, 55th Strategic Reconnaissance Wing, Offutt AFB, NE (12/18/89)

260-0-19 Management of Without Dependent Rate Basic Allowance for Quarters, 351st Strategic Missile Wing, Whiteman AFB, MO (12/29/89)

260-0-20 Management of Travel Services, 55th SRW, Offutt AFB, NE (Project 9076414) (12/29/89)

260-0-21 Management of Time Compliance Technical Orders, 155 Tactical Reconnaissance Group, 236th West Adams,

Lincoln, NE (1/03/90)

260-0-22 Evaluation of Food Service Funds Control, 55th Strategic Reconnaissance Wing, Offutt AFB, NE (1/09/90)

260-0-23 Software Testing at the Standard Systems Center, 1st Aerospace Communications Wing, Offutt AFB, NE (Project 9195423) (1/29/90)

260-0-24 Management of Schedule II Drugs, Ehrling Bergquist USAF Regional Hospital, 55th Strategic Reconnaissance Wing, Offutt AFB, NE (1/30/90)

260-0-25 Management of Troop Issue and Cash Assets - Commissary Operations, Whiteman AFB, MO (2/05/90)

260-0-26 Management of Time Compliance Technical Orders, 132d Tactical Fighter Wing, Des Moines ANG, IA (2/09/90)

260-0-27 Management of Imprest Funds, 55th Strategic Reconnaissance Wing, Offutt AFB, NE (2/16/90)

260-0-28 Review of Communications Security Equipment Accountability, 55th Strategic Reconnaissance Wing, Offutt AFB, NE (2/16/90)

260-0-29 Review of Morale, Welfare, and Recreation (MWR) Operations, 55th Strategic Reconnaissance Wing, Offutt AFB, NE (Project 9285112) (2/20/90)

260-0-30 Management of the Do-It-Yourself (DITY) Move Program, 351st Strategic Missile Wing, Whiteman AFB, MO (2/22/90)

260-0-31 Review of Communications Security (COMSEC) Equipment Accountability, HQ Strategic Air Command, Offutt AFB, NE (2/26/90)

260-0-32 Management of Base Telephone Services, 55th Strategic Reconnaissance Wing, Offutt AFB, NE (2/27/90)

260-0-33 Followup of Cash, Sales, and Food Production Controls Within the Noncommissioned Officers Open Mess, 351 Strategic Missile Wing, Whiteman AFB, MO (3/01/90)

260-0-34 Management of Linen Exchange Program, 55th Strategic Reconnaissance Wing, Offutt AFB, NE (3/01/90)

260-0-35 Review of Communications Security (COMSEC) Equipment Accountability, 1st Aerospace Communications Wing, Offutt AFB, NE (3/05/90)

260-0-36 Management of Communication Equipment Maintenance, 1254 Communications Squadron, Whiteman AFB, MO (3/14/90)

260-0-37 Management of Ground Fuels, 351st Strategic Missile Wing, Whiteman AFB, MO (3/19/90)

260-0-38 Management of Hazardous Materials, 55th Strategic Reconnaissance Wing, Offutt AFB, NE (3/19/90)

260-0-39 Management of System 463L Pallets and Nets,

6949th Electronic Security Squadron, Offutt AFB, NE (3/19/90)

264-0-01 Management of Ground Fuels, 509th Bombardment Wing, Pease AFB, NH (10/26/89)

264-0-02 Management of the Medical Logistics Buyer Program, 509th Strategic Hospital, Pease AFB, NH (12/18/89)

264-0-03 Evaluation of Supply and Equipment Due-Outs, 509th Bombardment Wing, Pease AFB, NH (12/18/89)

271-0-01 Management of Aircrew Life Support Equipment, 160th Life Support, Rickenbacker ANGB, OH (10/11/89)

271-0-02 Management of the Precision Measurement Equipment Laboratory, 379th Bombardment Wing, Wurtsmith AFB, MI (11/07/89)

271-0-03 Management of the Resource Recovery and Recycling Program, 379th Bombardment Wing, Wurtsmith AFB, MI (11/07/89)

271-0-04 Financial Management of the Child Development Center, 379th Bombardment Wing, Wurtsmith AFB, MI (11/07/89)

271-0-05 Followup of Civil Engineering Material Control, Wurtsmith AFB, MI (11/07/89)

271-0-06 Management of Base Fuels, 121st TFW COS-Fuels Management Branch, Rickenbacker ANGB, OH (12/01/89)

271-0-07 Selected Aspects of the Energy Security Program, Management of Emergency Generators, 379th Bombardment Wing, Wurtsmith AFB, MI (Project 0205215) (12/15/89)

271-0-08 Management of the Resource Augmentation Duty (READY) Program, 379th Bombardment Wing, Wurtsmith AFB, MI (12/21/89)

271-0-09 Management of U-Fix-It Store, 379th Bombardment Wing, Wurtsmith AFB, MI (12/21/89)

271-0-10 Management of Supply Receiving Section, 379th Bombardment Wing, Wurtsmith AFB, MI (1/22/90)

271-0-11 Management of Billeting Operations, 379th Bombardment Wing, Wurtsmith AFB, MI (1/29/90)

271-0-12 Management of Base Fuels, 379th Bombardment Wing, Wurtsmith AFB, MI (1/29/90)

271-0-13 Management of Flightline Support Equipment (FLSE), Selfridge ANGB, MI (1/31/90)

271-0-14 Accounting and Finance Activities (ADSN 6791), Cash Verification, 379th Bombardment Wing, Wurtsmith AFB, MI (1/31/90)

271-0-15 Management of Travel, 379th Bombardment Wing, Wurtsmith AFB, MI (2/02/90)

271-0-16 Management of Time Compliance Technical Orders, Wurtsmith AFB, MI (2/14/90)

271-0-17 Followup, Management of Aviation Fuel Peacetime Requirements and Inventories, 42nd Bombardment Wing, Loring AFB, ME (Project 0126120) (2/23/90)

271-0-18 Management of Civil Engineering Bulk Purchase Deliveries, 127th Tactical Fighter Wing, Selfridge ANGB, MI (2/27/90)

271-0-19 Accountability for Small Computers, 379th Bombardment Wing, Wurtsmith AFB, MI (2/28/90)

271-0-20 Management of Supply Receiving Section, 127th Tactical Fighter Wing, Selfridge ANGB, MI (2/28/90)

271-0-21 Vehicle Maintenance and Operations, 379th Bombardment Wing, Wurtsmith AFB, MI (3/12/90)

271-0-22 Legal Claims in Association of Permanent Change of Station (PCS) Moves, 379th Bombardment Wing, Wurtsmith AFB, MI (3/16/90)

301-0-01 Management of the Munitions Supply Account (FB 6191), 175th Tactical Fighter Group (TFG), Air National Guard, Middle River, MD (10/06/89)

301-0-02 Management of Bench Stock Support, 1776th Air Base Wing Supply Squadron, (FB 4425), Andrews AFB, DC (10/10/8)

301-0-03 Followup of Selected Air National Guard (ANG) Acquisition Procedures and Practices, 135 Tactical Airlift Group (TAG), Air National

Guard, Middle River, MD
(10/20/89)

301-0-04 Processing Reimbursements and Refunds for Vehicle Maintenance and Repairs, Accounting and Finance Office (ASDN 5037), 1100 Resource Management Group (RMG), Air Force District of Washington, Bolling AFB, DC (10/23/89)

301-0-05 Management of Vehicle Maintenance and Repair, 1776th Air Base Wing Transportation Squadron, Andrews AFB, DC (10/23/89)

301-0-06 Management of Decentralized Blanket Purchase Agreements, Malcolm Grow Medical Center (MGMC), Andrews AFB, DC (10/26/89)

301-0-07 Management of Operational Support Aircraft, District of Columbia Air National Guard Detachment (Det) 1, Andrews AFB, DC (10/27/89)

301-0-08 Management of Logistic Support for Conversion From T-39 to C-21 Aircraft, Detachment 1, IIQ District of Columbia Air National Guard, Andrews AFB, DC (12/21/89)

301-0-09 Validation Criteria for Scheduling Operational Support Airlift, Air National Guard Support Center, Andrews AFB, DC (12/22/89)

301-0-10 Management of Bench Stock Support, 113 Tactical Fighter Wing (TFW), District of Columbia Air National Guard, Andrews AFB, DC (12/22/89)

301-0-11 Management of Intelligence Contingency Funds--Fiscal Year 1989, Air Force Intelligence Policy, Plans and Programs, Pentagon, Washington, DC (Project 0205210) (1/26/90)

301-0-12 Management of Medical Equipment Repair Center, Malcolm Grow Medical Center (MGMC), Andrews AFB, DC (2/29/90)

301-0-13 Management of the Engine Cannibalization Program, 459th Military Airlift Wing (MAW), Air Force Reserve (AFRES), Andrews AFB, DC (2/02/90)

301-0-14 HQ USAF Special Fund, 1100th National Capital Region Support Group (NCRSPTG), Air Force District of Washington, Pentagon, DC (2/07/90)

301-0-15 Management of Confidential Investigative Contingency Funds - Fiscal Year 1989, IIQ Air Force Office of Special Investigations, Bolling AFB, DC (Project 0205211) (3/13/90)

301-0-16 Management of Air Force Official Representation Contingency Funds - FY 1989, Air Force Systems Command (AFSC), Andrews AFB, DC (Project 0205212) (3/14/90)

305-0-01 Management of Warranties and Options on the Standardized Central Air Data Computer Program, Aeronautical Systems Division, WPAFB, OH (10/19/89)

305-0-02 Management of Precious Metals in the Acquisition Process, Aero-

nautical Systems Division, WPAFB, OH (10/31/89)

305-0-03 Review of the 4950th Test Wing Information System, Aeronautical Systems Division, WPAFB, OH (11/08/89)

305-0-04 Selected Review of Post Production Issues, Aeronautical Systems Division, WPAFB, OH (11/13/89)

305-0-05 Air Force Management of Undefined Contractual Actions, Aeronautical Systems Division, WPAFB, OH (Project 9046410) (12/08/89)

305-0-06 Management of the Aeronautical Systems Division Safety Program, Aeronautical Systems Division, WPAFB, OH (1/08/90)

305-0-07 Review of SRAM II Program, Aeronautical Systems Division, WPAFB, OH (1/12/90)

305-0-08 Logistics Materiel Control Activity Customer Support Procedures, Wright Research and Development Center (WRDC), Aeronautical Systems Division, WPAFB, OH (1/25/90)

305-0-09 Management of Intelligence Contingency Funds--Fiscal Year 1989, IIQ Foreign Technology Division, WPAFB, OH (Project 0205210) (2/09/90)

305-0-10 Followup on the Acquisition and Management of DoD Laboratory Equipment, WRDC, Avionics Laboratory, WPAFB, OH (Project 9016310) (2/15/90)

305-0-11 Followup on the Acquisition and Management of DoD Laboratory Equipment, AAMRL, WPAFB, OH (Project 9016310) (2/22/90)

305-0-12 Followup on the Management and Use of Telephone Credit Cards, Aeronautical Systems Division, WPAFB, OH (2/28/90)

305-0-13 Management of Award Fee Contracts Within the Wright Research and Development Center, Aeronautical Systems Division, WPAFB, OH (2/28/90)

305-0-14 Contracting for Computer Training, Aeronautical Systems Division, WPAFB, OH (REVISED) (3/09/90)

305-0-15 Quality Assurance in the F110-GE-100/-129 Engine Programs, Aeronautical Systems Division, WPAFB, OH (3/14/90)

305-0-16 Review of Spare F117 Engine Requirements for C-17 Aircraft, Aeronautical Systems Division, WPAFB, OH (Project 0126121) (3/19/90)

305-0-17 Requirements for F100-PW and F110-GE Spare Engines and Modules, Aeronautical Systems Division, WPAFB, OH (Project 9126118) (3/19/90)

311-0-01 Management of the Industrial Modernization Incentive Program at Ballistic Systems Division, Norton AFB, CA (11/15/89)

311-0-02 Followup of Close Out of Physically Completed Contracts With Unliquidated Obligations, Ballistic Systems

Division, Norton AFB, CA (12/06/89)

311-0-03 Followup of Titan IV Component Breakout Procedures, Space Systems Division, Los Angeles AFB, CA (12/07/89)

311-0-04 Followup of Warranty Management of Peacekeeper Non-Propulsion Systems, Ballistic Systems Division, Norton AFB, CA (Project 9036325) (1/24/90)

311-0-05 Review of Administration of the Aerospace Technical Support Contract, Space Systems Division, Los Angeles AFB, CA (2/06/90)

311-0-06 Management of the Air Force Drug Testing Program, Space Systems Division, Los Angeles AFB, CA (2/15/90)

311-0-07 Management of Contract Depot Missile Maintenance Activities, AFPRO Aerojet-General Corporation, Sacramento, CA (Project 0106218) (3/16/90)

315-0-01 Review of MC-130H Combat Talon II Support Equipment Requirements, 6510 Test Wing, Edwards AFB, CA (Project 9036311) (10/13/89)

315-0-02 Conservation and Use of Water Resources, 6500 Civil Engineering Squadron, Edwards AFB, CA (Project 9180001) (10/25/89)

315-0-03 Review of Base Landscape Planning, Project Image, 6500 Civil Engineering Squadron, Edwards AFB, CA (Project 9180001) (11/01/89)

315-0-04 Review of Research and Development Cost Plus Award Fee Contracts (CPAF), AFFTC, Edwards AFB, CA (2/07/90)

320-0-01 Management of the Joint Oil Analysis Program, 33rd Tactical Fighter Wing, Eglin AFB, FL (10/02/89)

320-0-02 Management of the Joint Oil Analysis Program, Munitions Systems Division, Eglin AFB, FL (10/06/89)

320-0-03 Meal Card Management, 1st Special Operations Wing, Hurlburt Field, FL (10/27/89)

320-0-04 Review of Utility Services and Reimbursements, 1st Special Operations Wing, Hurlburt Field, FL (11/15/89)

320-0-05 Management of the Depot Maintenance Quality Assurance Program, Munitions Systems Division, Eglin AFB, FL (Project 9106216) (11/27/89)

320-0-06 Review of Air Force Educational Services Program, Munitions Systems Division, Eglin AFB, FL (12/04/89)

320-0-07 Management of the Depot Maintenance Quality Assurance Program, 33rd Tactical Fighter Wing, Eglin AFB, FL (Project 9106216) (12/18/89)

320-0-08 Review of the Software Testing and Release Process at the Standard Systems Center, Munitions Systems Division, Eglin AFB, FL (Project 9195423) (12/19/89)

320-0-09 Management of Repair Cycle Assets, 1st

Special Operations Wing,
Hurlburt Field, FL (12/20/89)

320-0-10 Management of
Equipment for Support of
Research, Development, Test
and Evaluation, Munitions
Systems Division, Eglin AFB,
FL (1/12/90)

320-0-11 Management of
Variable Housing Allowance
Entitlements, Munitions
Systems Division, Eglin AFB,
FL (1/19/90)

320-0-12 Management of AF
Official Representation
Contingency Funds - FY 89,
Air Force Engineering and Ser-
vices Center, Tyndall AFB, FL
(Project 0205212) (1/25/90)

320-0-13 Review of Civilian
Educational Services Program,
Munitions Systems Division,
Eglin AFB, FL (1/30/90)

320-0-14 Management of
Dependent Care
Responsibilities Program,
Munitions Systems Division,
Eglin AFB, FL (Project
9165117) (2/02/90)

320-0-15 Management of
Dependent Care
Responsibilities Program, 1st
Special Operations Wing,
Hurlburt Field, FL (Project
9165117) (2/09/90)

320-0-16 Management of
Refueling Vehicles, Munitions
Systems Division, Eglin AFB,
FL (3/09/90)

320-0-17 Billeting Operations,
1st Special Operations Wing,
Hurlburt Field, FL (3/16/90)

320-0-18 Review of Name
Brand Purchases, Munitions

Systems Division, Eglin AFB,
FL (3/16/90)

320-0-19 Management of
Precious Metals in Systems
Acquisition, Munitions
Systems Division, Eglin AFB,
FL (3/20/90)

325-0-01 Review of Base-Level
Preparation for 2nd-Year
Personnel Concept III
Implementation Sites, 3245
Air Base Group, Hanscom
AFB, MA (Project 9195422)
(10/05/89)

325-0-02 Management of the
Do-It-Yourself Move Program,
3245 Air Base Group, Hanscom
AFB, MA (10/05/89)

325-0-03 Logistic Support--
Allowance, Authorization, and
Requisition of Equipment,
3245 Air Base Group, Hanscom
AFB, MA (11/03/89)

325-0-04 Management of Food
Services, 3245 Air Base Group,
Hanscom AFB, MA (11/22/89)

325-0-05 Alternative Care
Payments Program, AFSC
Clinic, Hanscom AFB, MA
(12/07/89)

325-0-06 Logistic Support--
Allowance, Authorization and
Requisition of Equipment,
Tactical Airlift Group, Quonset
State Airport, RI (12/18/89)

325-0-07 Management of
Civilian Pay, 143 Tactical
Airlift Group, Quonset State
Airport, RI (12/18/89)

325-0-08 Contracting for
Travel Services, Electronic
Systems Division, Hanscom
AFB, MA (Project 9076414)
(1/05/90)

325-0-09 Management of
Small Computer Systems, 143
Tactical Airlift Group, Quonset
State Airport, RI (1/11/90)

325-0-10 Management of
Government-Owned Appli-
ances, 3245 Air Base Group,
Hanscom AFB, MA
(1/23/90)

325-0-11 Equipment
Accountability and Control,
WIS Systems Program Office,
Electronic Systems Division,
Hanscom AFB, MA (1/29/90)

325-0-12 Surveillance of the
Custodial and Refuse
Collection Service Contracts,
3245 Air Base Group, Hanscom
AFB, MA (2/26/90)

325-0-13 Administration of the
Base Suggestion Program,
3245 Air Base Group, Hanscom
AFB, MA (3/14/90)

325-0-14 Followup of Review
of Environmental Pollution
Prevention, Control, and
Abatement, Electronic
Systems Division, Hanscom
AFB, MA (Project 0175214)
(3/20/90)

330-0-01 Subtask
Management of the Secured
Optics Laboratory Project,
Weapons Laboratory, Kirtland
AFB, NM (10/19/89)

330-0-02 Management of
Mobility Bags, 150 Tactical
Fighter Group, New Mexico
Air National Guard, Kirtland
AFB, NM (12/15/89)

330-0-03 Review of Selected
Aspects of the Energy Security
Program, Management of
Emergency Generators, 1606
Air Base Wing, Kirtland AFB

NM (Project 9205215)
(12/15/89)

330-0-04 Review of Funding Actions for the Military Family Housing Maintenance Contract, Directorate of Contracting, Air Force Space Technology Center, Kirtland AFB, NM (12/20/89)

330-0-05 Management of Test, Measurement, and Diagnostic Equipment Branch, 1550 Combat Crew Training Wing, Kirtland AFB, NM (12/22/89)

330-0-06 Contract Administration of the Military Family Housing Maintenance Contract, Directorate of Contracting, Air Force Space Technology Center, Kirtland AFB, NM (1/18/90)

330-0-07 Contract Surveillance of the Military Family Housing Maintenance Contract, 1606 Civil Engineering Squadron, Kirtland AFB, NM (1/19/90)

330-0-08 Base Supply (FE/FB 4469), Management of Compressed Gases and Gas Cylinders, 1606 Air Base Wing, Kirtland AFB, NM (1/22/90)

330-0-09 Management of Precision Measurement Equipment, Weapons Laboratory, Kirtland AFB, NM (1/26/90)

330-0-10 Management of Air Force Official Representation Contingency Funds, Fiscal Year 1989, Air Force Operational Test and Evaluation Center, Kirtland AFB, NM (Project 0205212) (3/01/90)

330-0-11 Effectiveness of Automated Contract Payment Procedures, Contract Management Division, Kirtland AFB, NM (3/15/90)

330-0-12 Evaluation of Controls Over Budget Execution of the Operations and Maintenance (O&M) Appropriation (5793400), 1606 ABW, Kirtland AFB, NM (Project 0255316) (3/19/90)

330-0-13 Management of Injury Compensation Claims, 1606 ABW, Kirtland AFB, NM (Project 0155110) (3/19/90)

335-0-01 Management of the Commercial Expendable Launch Vehicle (ELV) Program (Revised), Eastern Space and Missile Center, Patrick AFB, FL (Project 9036315) (10/10/89)

335-0-02 Management of the Drug Testing Program, AFOSI District 7, Patrick AFB, FL (10/20/89)

335-0-03 Controls Over Small Computers, Eastern Space and Missile Center (ESMC), Patrick AFB, FL (10/27/89)

335-0-04 Management of Research, Development, Test and Evaluation (RDT&E) Equipment, Eastern Space and Missile Center (ESMC), Patrick AFB, FL (11/17/89)

335-0-05 Management of the Drug Testing Program, 3533 USAF Recruiting Squadron (USAFRS), Patrick AFB, FL (11/24/89)

335-0-06 Management of the Drug Testing Program, Eastern Space and Missile

Center (ESMC), Patrick AFB, FL (12/01/89)

335-0-07 Management of Intelligence Contingency Funds - Fiscal Year 1989 (U), Patrick AFB, FL (Project 0205210) (12/15/89) (CLASSIFIED)

335-0-08 Followup - USAF Hospital, Access to Health Care, Eastern Space and Missile Center (ESMC), Patrick AFB, FL (12/15/89)

335-0-09 Management of Unit Training Assemblies (UTAs) and Annual Training, 202 Red Horse (RII) Civil Engineering Squadron (CES), Camp Blanding, FL (12/15/89)

335-0-10 Management of Aircraft Maintenance Cannibalizations and Deferred Discrepancies, 125th Fighter Interceptor Group (FIG), Jacksonville, FL (12/15/89)

335-0-11 Management of the Report of Survey Program, Eastern Space and Missile Center (ESMC), Patrick AFB, FL (12/20/89)

335-0-12 Administration of the Cape Canaveral AFS Construction/Architecture and Engineering (A&E) Contract, Eastern Space and Missile Center, Patrick AFB, FL (1/08/90)

335-0-13 Management of Unit Training Assemblies (UTAs) and Annual Training, 125 Fighter Interceptor Group (FIG), Jacksonville, FL (1/08/90)

335-0-14 Control Over Off-Duty Employment, Eastern

Space and Missile Center,
Patrick AFB, FL (2/22/90)

335-0-15 Management of
Dependent Care Responsi-
bilities Program, Eastern
Space and Missile Center
(ESMC), Patrick AFB, FL
(Project 9165117) (2/27/90)

335-0-16 Controls Over Small
Computers, Air Force
Technical Applications Center
(AFTAC), Patrick AFB, FL
(3/05/90)

340-0-01 Management of Basic
Allowance for Quarters,
4392nd Aerospace Support
Wing, Vandenberg AFB, CA
(10/16/89)

340-0-02 Management of Air
Force Suggestion Program,
4392d Aerospace Support
Wing, Vandenberg AFB, CA
(11/24/89)

340-0-03 Management of Base
Telephone Facilities, 1st Stra-
tegic Aerospace Division, Van-
denberg AFB, CA (12/26/89)

340-0-04 Followup, Review of
Environmental Pollution
Prevention, Control, and
Abatement Program, Western
Space and Missile Center,
Vandenberg AFB, CA (Project
0175214) (1/17/90)

340-0-05 Review of Chaplain
Fund, 4392d Aerospace
Support Wing, Vandenberg
AFB, CA (1/29/90)

340-0-06 Controls Over
Military Family Housing
Expenditures, 4392d
Aerospace Support Wing,
Vandenberg AFB, CA (1/29/90)

340-0-07 Followup, Review of

Environmental Pollution
Prevention, Control, and
Abatement Program, 1st
Strategic Aerospace Division,
Vandenberg AFB, CA (Project
0175214) (2/15/90)

405-0-01 Management of
Maintenance Inventory
Centers Special Levels, Ogden
Air Logistics Center, Hill AFB,
UT (10/03/89)

405-0-02 Followup of
Management of Time
Compliance Technical Order
Kits, Ogden Air Logistics
Center, Hill AFB, UT
(10/12/89)

405-0-03 Management of
Items Identified for Disposal in
Time Change Technical
Orders, Ogden Air Logistics
Center, Hill AFB, UT
(10/18/89)

405-0-04 Replenishment
Spares Lead Times and
Delivery Schedules, Ogden Air
Logistics Center, Hill AFB, UT
(Project 9126115) (10/25/89)

405-0-05 Controlling
Delinquent Deliveries for Air
Force Logistics Command
Spare Parts Contracts, Ogden
Air Logistics Center, Hill AFB,
UT (Project 9076413)
(10/27/89)

405-0-06 Management of
Selected Mobility Operations,
106th and 109th Tactical
Control Squadrons, Utah Air
National Guard, Salt Lake
City, UT (11/03/89)

405-0-07 Air Force Freight
Traffic Management, Ogden
Air Logistics Center, Hill AFB,
UT (Project 9126117)
(11/14/89)

405-0-08 Accuracy of Selected
Aircraft Wartime Spares
Requirements, Ogden Air
Logistics Center, Hill AFB, UT
(Project 9126116)
(11/15/89)

405-0-09 Review of Controls
Over Material and Equipment
Within the Logistics Material
Control Activity, 6545th Test
Group, Hill AFB, UT (11/16/89)

405-0-10 C-5 Aircraft Brakes
and Landing Gear
Requirement Computations,
Ogden Air Logistics Center,
Hill AFB, UT (11/17/89)

405-0-11 Followup-
Management of Floating Stock,
Ogden Air Logistics Center,
Hill AFB, UT (12/12/89)

405-0-12 Management of
Subsistence-in-Kind, 1881st
Communications Squadron,
Hill AFB, UT (12/15/89)

405-0-13 Management of the
Depot Maintenance Quality
Assurance Program, Ogden Air
Logistics Center, Hill AFB, UT
(Project 9106216) (12/21/89)

405-0-14 Management of Base
Fuels Quality Control, Ogden
Air Logistics Center, Hill AFB,
UT (12/22/89)

405-0-15 Status of Resources
and Training System
Reporting, 388th Tactical
Fighter Wing, Hill AFB, UT
(1/03/90)

405-0-16 Management of
Subsistence-in-Kind, Ogden
Air Logistics Center, Hill AFB,
UT (1/04/90)

405-0-17 Management of
Subsistence-in-Kind, 388th

Tactical Fighter Wing, Hill AFB, UT (1/12/90)

405-0-18 Followup, Controls Over Conventional Munitions, Ogden Air Logistics Center, Hill AFB, UT (Project 9136110) (1/26/90)

405-0-19 Followup, Management of the Hill AFB Museum, Ogden Air Logistics Center, Hill AFB, UT (1/31/90)

405-0-20 Management of Condemned/Terminal Airmunitions, Ogden Air Logistics Center, Hill AFB, UT (2/02/90)

405-0-21 Followup of Medical Insurance Billing and Reimbursement, Ogden Air Logistics Center, Hill AFB, UT (2/13/90)

405-0-22 Air Force Planning for Tactical Munitions Support During Contingencies, 419th Tactical Fighter Wing (AFRES), Hill AFB, UT (Project 0085213) (2/28/90)

405-0-23 Followup, Aircraft Tires Acquisition and Distribution Management, Ogden Air Logistics Center, Hill AFB, UT (3/01/90)

405-0-24 Depot Maintenance Material Requirements, Ogden Air Logistics Center, Hill AFB, UT (Project 9106211) (3/02/90)

405-0-25 Air Freight Terminal Vehicle Allowances, Ogden Air Logistics Center, Hill AFB, UT (Project 0226110) (3/05/90)

405-0-26 Management of Contractor Logistics Support Recompensation Support Packages for Training Devices,

Ogden Air Logistics Center, Hill AFB, UT (3/07/90)

405-0-27 Followup on Contracting for Maintenance and Logistics Support for Aircrew Training Devices, Ogden Air Logistics Center, Hill AFB, UT (Project 9046414) (3/08/90)

405-0-28 Economic Order Quantity (EOQ) Buy/Budget Computation System (D062) Quantitative Requirements, Ogden Air Logistics Center, Hill AFB, UT (Project 9126121) (3/09/90)

405-0-29 Review of Depot Maintenance Management Information System (DMMIS) Implementation Activities, Ogden Air Logistics Center, Hill AFB, UT (Project 0196624) (3/13/90)

405-0-30 Fiscal Year (FY) 91 Budget Estimate Submission for Aircraft Replenishment Spares, Ogden Air Logistics Center, Hill AFB, UT (3/14/90)

405-0-31 Followup on Contracting for Reliability and Maintainability in AFLC Modification Programs, Ogden Air Logistics Center, Hill AFB, UT (3/15/90)

410-0-01 Review of Administrative Leadtimes in the EOQ Buy Budget Computation (D062) System, Kelly AFB, TX (10/02/89)

410-0-02 Review of Chaplain Fund Management, Kelly AFB, TX (10/02/89)

410-0-03 Accounting and Finance (ADSN 5043), Management of Paying and

Collecting Area, Kelly AFB, TX (12/14/89)

410-0-04 Replenishment Spares Procurement Lead Times and Delivery Schedules, Kelly AFB, TX (Project 9126115) (10/17/89)

410-0-05 Management of Local Manufacture of Economic Order Quantity (EOQ) Items, Kelly AFB, TX (10/17/89)

410-0-06 MC-130 Combat Talon II Logistics Support Management, Kelly AFB, TX (Project 9036311) (10/26/89)

410-0-07 Management of the Ground Launched Cruise Missile Drawdown, Kelly AFB, TX (Project 9036317) (11/01/89)

410-0-08 Review of Air Force Aviation Fuel Financial Management, Kelly AFB, TX (Project 9265317) (11/09/89)

410-0-09 Review of Air Force Aviation Fuel Financial Management, Kelly AFB, TX (Project 9265317) (11/09/89)

410-0-10 Resource Advisor Management of Travel Funds, Kelly AFB, TX (11/17/89)

410-0-11 Controlling Delinquent Deliveries for Air Force Logistics Command Spare Parts Contracts, Kelly AFB, TX (Project 9076413) (12/05/89)

410-0-12 Air Force Freight Traffic Management, Kelly AFB, TX (Project 9226117) (12/14/89)

410-0-13 Air Force Management of Undefined

Contractual Actions, Kelly AFB, TX (Project 9046413) (10/10/89)	Weather Reconnaissance Squadron Assets, McClellan AFB, CA (10/10/89)	415-0-14 Management of Vehicle Maintenance, McClellan AFB, CA (1/09/90)
410-0-14 Management of Billed Not Received Details for Stock Fund Items, Kelly AFB, TX (12/26/89)	415-0-05 Hazardous Material Identification, Handling and Control Procedures, McClellan AFB, CA (10/16/89)	415-0-15 Review of Letter Contracts, McClellan AFB, CA (1/16/90)
410-0-15 Depot Maintenance Material Requirements, Kelly AFB, TX (Project 9106211) (2/06/90)	415-0-06 Management of the Depot Maintenance Quality Assurance Program, McClellan AFB, CA (Project 9106216) (10/26/89)	415-0-16 Management of Base Fuels, McClellan AFB, CA (1/16/90)
410-0-16 Cooperative Logistics Supply Support Arrangements, Kelly AFB, TX (2/09/90)	415-0-07 Management of Medical War Reserve Materiel, McClellan AFB, CA (11/13/89)	415-0-17 Management of the Ground Launched Cruise Missile Drawdown, Sacramento Air Logistics Center, McClellan AFB, CA (Project 9036317) (1/17/90)
410-0-17 Management of the Depot Maintenance Quality Assurance Program, Kelly AFB, TX (Project 9106216) (2/27/90)	415-0-08 Management of Civilian Overtime, McClellan AFB, CA (11/22/89)	415-0-18 Management of Adjusted Stock Levels, McClellan AFB, CA (REVISED) (1/19/90)
410-0-18 Management of the Simplified Acquisition Base Engineering Requirements (SABER) Program, Kelly AFB, TX (3/09/90)	415-0-09 Management of Local Purchase Equipment Item Under Warranty, McClellan AFB, CA (12/18/89)	415-0-19 Management of the Civil Engineering Self-Help Program, McClellan AFB, CA (1/29/90)
410-0-19 Management of the T56 Engine Maintenance Program, Kelly AFB, TX (Project 9106214) (3/19/90)	415-0-10 Followup of Management of the Simplified Acquisition Base Engineering Requirements (SABER) Contract, McClellan AFB, CA (12/19/89)	415-0-20 Validity of Requirements Computations and Funds Obligations for the Acquisition of Recoverable/Investment Spares, McClellan AFB, CA (1/30/90)
415-0-01 Repair Versus Purchase of Electric Motors, McClellan AFB, CA (10/03/89)	415-0-11 Standard Base Supply System (SBSS) Training and Customer Liaison, McClellan AFB, CA (12/19/89)	415-0-21 Review of Urgent Purchase Requests, McClellan AFB, CA (2/09/90)
415-0-02 Adjustments of Depot Purchased Equipment Maintenance (DPEM) Exchangeable Repair Requirements, McClellan AFB, CA (Project 9126112) (10/10/89)	415-0-12 Productivity, Reliability, Availability, and Maintainability (PRAM) Program, McClellan AFB, CA (12/21/89)	415-0-22 Management of Equipment, McClellan AFB, CA (2/20/90)
415-0-03 Replenishment Spares Procurement Lead Times and Delivery Schedules, McClellan AFB, CA (Project 9126115) (10/10/89)	415-0-13 Management of the McClellan Commissary Produce Department and Customer Service Department, McClellan AFB, CA (12/29/89)	415-0-23 Requirements Computations for Recoverable Items, McClellan AFB, CA (3/02/90)
415-0-04 Management of 55th		415-0-24 Management of the FX 3104 Account, SM-AIC, McClellan AFB, CA (3/07/90)

425-0-01 Missile Accountability and Reporting (U), Robins AFB, GA (10/02/89) (CLASSIFIED)

425-0-02 Use of Time and Materials Contracts, Warner Robins Air Logistics Center, Robins AFB, GA (10/10/89)

425-0-03 Review of Base-Level Planning for 2nd-Year Personnel Concept III (PC III) Implementation Sites, Warner Robins Air Logistics Center, Robins AFB, GA (Project 9195422) (10/11/89)

425-0-04 Review of Internal Controls Over the Local Manufacturing Process, Warner Robins Air Logistics Center, Robins AFB, GA (10/12/89)

425-0-05 Replenishment Spares Procurement Lead Times and Delivery Schedules, Warner Robins Air Logistics Center, Robins AFB, GA (Project 9126115) (10/13/89)

425-0-06 Controlling Delinquent Deliveries for Air Force Logistics Command Spare Parts Contracts, Warner Robins Air Logistics Center, Robins AFB, GA (Project 9076413) (10/30/89)

425-0-07 Management of the Federal Managers' Financial Integrity Act - Fiscal Year 1989, HQ Air Force Reserve, Robins AFB, GA (Project 9265320) (11/03/89)

425-0-08 Review of Requisition Delivery Priorities, 19th Air Refueling Wing, Robins AFB, GA (11/09/89)

425-0-09 Management of the Federal Managers' Financial Integrity Act - FY 1989, 94 Combat Support Group, Dobbins AFB, GA (Project 9265320) (11/13/89)

425-0-10 Management of Noncompetitive Acquisitions Between \$100,000 and \$500,000, Warner Robins Air Logistics Center, Robins AFB, GA (11/27/89)

425-0-1 Implementation of In-House Commercial Activity Decisions, Dobbins AFB, GA (Project 9305111) (11/28/89)

425-0-12 Management of the Individual Equipment Unit, Base Supply (FB 2067), WR-AIC, Robins AFB, GA (12/08/89)

425-0-13 Management of Technical Orders, Warner Robins Air Logistics Center, Robins AFB, GA (12/08/89)

425-0-14 Followup on Air Force Initiatives to Reduce Transatlantic Strategic Airlift Requirements, Warner Robins Air Logistics Center, Robins AFB, GA (Project 9085215) (12/15/89)

425-0-15 Management of Medical Logistics, USAF Hospital, Robins AFB, GA (12/18/89)

425-0-16 Management of Base Telecommunications, Warner Robins Air Logistics Center, Robins AFB, GA (12/19/89)

425-0-17 Review of Requisition Delivery Priorities, 5th Combat Communications Group, Robins AFB, GA (12/20/89)

425-0-18 Review of Requisition Delivery Priorities, Warner Robins Air Logistics Center, Robins AFB, GA (12/21/89)

425-0-19 Management of FX 2065 Special Inventory Account, Warner Robins Air Logistics Center, Robins AFB, GA (12/26/89)

425-0-20 F-15 Aircraft Item Requirements Review, Warner Robins Air Logistics Center, Robins AFB, GA (1/04/90)

425-0-21 Accuracy of Selected Aircraft Wartime Spares Requirements, Warner Robins Air Logistics Center, Robins AFB, GA (Project 9126116) (1/22/90)

425-0-22 Repair of Items in Long Supply, Warner Robins Air Logistics Center, Robins AFB, GA (1/26/90)

425-0-23 Economic Order Quantity (EOQ) Buy/Budget Computation System (D062), Warner Robins Air Logistics Center, Robins AFB, GA (Project 9126121) (2/14/90)

425-0-24 Requirements for Aircraft Guns and Gun Components, Warner Robins Air Logistics Center, Robins AFB, GA (2/16/90)

425-0-25 Review of Civil Engineering Contract Quality, Warner Robins Air Logistics Center, Robins AFB, GA (3/01/90)

425-0-26 Review of Controls Over Selected Bulk Issue Production Materials, Warner Robins Air Logistics Center, Robins AFB, GA (3/08/90)

425-0-27 Management of Adjusted Stock Levels,(FB 2067), 19th Air Refueling Wing, Robins AFB, GA (3/12/90)

425-0-28 Management of Depot Field Teams, Warner Robins Air Logistics Center, Robins AFB, GA (3/19/90)

440-0-01 Followup Management of Base Telephone Operations, Tinker AFB, OK (10/02/89)

440-0-02 Management of Permissive TDY, Tinker AFB, OK (10/02/89)

440-0-03 Followup Management of A-7 Materiels, OC-ALC, Tinker AFB, OK (10/06/89)

440-0-04 Management of Permissive TDY, Tinker AFB, OK (10/16/89)

440-0-05 Management of Copier Maintenance, OC-ALC, Tinker AFB, OK (10/20/89)

440-0-06 Controlling Delinquent Deliveries for Air Force Logistics Command Spare Parts Contracts, Tinker AFB, OK (Project 9076413) (10/30/89)

440-0-07 Management of Permissive TDY, Tinker AFB, OK (10/30/89)

440-0-08 Management of Conventional Munitions, 507th Tactical Fighter Group (TFG), Tinker AFB, OK (11/15/89)

440-0-09 Management of Conventional Munitions, OC-ALC, Tinker AFB, OK (11/21/89)

440-0-10 Management of Permissive TDY, OC-ALC, Tinker AFB, OK (11/21/89)

440-0-11 Management of the Commissary Meat Department, Tinker AFB, OK (11/27/89)

440-0-12 Management of Permissive TDY, Tinker AFB OK (11/29/89)

440-0-13 Civilian Time and Attendance Accounting, OC-ALC, Tinker AFB, OK (11/29/89)

440-0-14 Air Force Use of Communications Service Authorizations to Acquire Telecommunication Equipment and Services, HQ Engineering Installation Division, Tinker AFB, OK (Project 9066412) (12/08/89)

440-0-15 Management of EID Inventory Account FB 3101, Tinker AFB, OK (12/08/89)

440-0-16 Replenishment Spares Procurement Lead Times and Delivery Schedules, OC-ALC, Tinker AFB, OK (Project 9126115) (12/11/89)

440-0-17 Management of Permissive TDY, Tinker AFB, OK (12/11/89)

440-0-18 Review of Additives in Recoverable Item Requirement Computations, OC-ALC, Tinker AFB, OK (12/12/89)

440-0-19 Air Freight Terminal Vehicle Allowances, OC ALC, Tinker AFB, OK (Project 0226110) (1/12/90)

440-0-20 Management of Dependent Care

Responsibilities Program, 3rd Combat Communications Group, Tinker AFB, OK (Project 9165117) (1/17/90)

440-0-21 Management of Dependent Care Responsibilities Program, 137th Tactical Airlift Wing, Air National Guard (ANG), OK (Project 9165117) (1/17/90)

440-0-22 Followup of Use of Time-and-Materials Contracts Within AFLC, OC-ALC, Tinker AFB, OK (Project 9076415) (1/24/90)

440-0-23 Accuracy of Selected Aircraft Wartime Spares Requirements, OC-ALC, Tinker AFB, OK (Project 9126116) (1/25/90)

440-0-24 Management of Dependent Care Responsibilities Program, 507th Tactical Fighter Group (TFG), Tinker AFB OK, (Project 9165117) (1/25/90)

440-0-25 Variable Housing Allowance Payments to Military Members Sharing Residences, OC-ALC, Tinker AFB, OK (1/26/90)

440-0-26 Management of Dependent Care Responsibilities Program, OC-ALC, Tinker AFB, OK (Project 9165117) (1/29/90)

440-0-27 Application of Over and Above Costs to Unit Sales Prices, OC-ALC, Tinker AFB, OK (2/01/90)

440-0-28 Followup of Management of Cash and Cash Assets, Officers' Open Mess (OOM), Tinker AFB, OK (2/06/90)

440-0-29 Review of Medical Food Service, OC-ALC, Tinker AFB, OK (2/13/90)

440-0-30 Depot Maintenance Material Requirements, Tinker AFB, OK (Project 9106211) (2/21/90)

440-0-31 Management of Dependent Care Responsibilities Program, 28th Air Division, Tinker AFB, OK (Project 9165117) (2/23/90)

440-0-32 Followup on Management of Adjusted Stock Levels, OC-ALC, Tinker AFB, OK (2/28/90)

440-0-33 Review of the Use of Data Supporting Solicitation Packages, OC-ALC, Tinker AFB, OK (2/28/90)

440-0-34 Management of the Depot Maintenance Quality Assurance Program, Tinker AFB, OK (Project 9106216) (3/07/90)

445-0-01 Followup, Contracting for Maintenance and Logistics Support for Aircrew Training Devices, IIQ Air Force Logistics Command (AFLC), WPAFB, OH (Project 9046414) (11/21/89)

445-0-02 Air Force Implementation of the Federal Managers' Financial Integrity Act - FY 1989, IIQ Air Force Logistics Command, WPAFB, OH (Project 9265320) (11/22/89)

445-0-03 Base Inflight Kitchen, 2750th Air Base Wing, WPAFB, OH (12/29/89)

445-0-04 Followup, Air Force Initiatives to Reduce Transatlantic Strategic Airlift

Requirements, IIQ Air Force Logistics Command (AFLC), WPAFB, OH (Project 9085215) (12/29/89)

445-0-05 Management of the Base Dining Hall, 2750th Air Base Wing, WPAFB, OH (1/10/90)

445-0-06 Management of the Individual Equipment Unit, 2750th Air Base Wing, WPAFB, OH (2/07/90)

445-0-07 Contracting for Travel Services, Wright-Patterson Contracting Center, WPAFB, OH (Project 9076414) (2/08/90)

445-0-08 Followup, Management of COMSEC Material, 178th Communications Flight (Support), Ohio ANG, Springfield-Beckley Municipal Airport, OH (Project 0205215) (2/22/90)

445-0-09 Personal Property Movement and Control, 2750th Air Base Wing, WPAFB, OH (2/22/90)

445-0-10 Contracting for Travel Services, 2750th Air Base Wing, WPAFB, OH (Project 9076414) (2/26/90)

445-0-11 Followup, Use of Time-and-Materials Contracts Within AFLC, Wright-Patterson Contracting Center, WPAFB, OH (Project 9076415) (3/16/90)

504-0-01 Billeting - Cash Controls, 67th Tactical Reconnaissance Wing, Bergstrom AFB, TX (10/02/89)

504-0-02 Followup, Control of Hospital Sensitive Resources, 23d Tactical Hospital, 23d

Tactical Fighter Wing, England AFB, LA (11/06/89)

504-0-04 Management of Billeting, 23d Tactical Fighter Wing, England AFB, LA (11/09/89)

504-0-05 Management of Base Supply (SRAN 4857), Local Purchase Requisitioning, 67th Tactical Reconnaissance Wing, Bergstrom AFB, TX (11/30/89)

504-0-06 Satellite Pharmacy Operations, 67th Tactical Reconnaissance Wing, Bergstrom AFB, TX (Project 9325116) (12/08/89)

504-0-07 Management of Billeting, 924th Tactical Fighter Group, Bergstrom AFB, TX (12/12/89)

504-0-08 Management of Billeting, 67th Tactical Reconnaissance Wing, Bergstrom AFB, TX (1/02/90)

504-0-09 Review of Software Testing at the Standard Systems Center, 67th Tactical Reconnaissance Wing, Bergstrom AFB, TX (Project 9195423) (1/17/90)

504-0-10 Management of Blanket Purchase Agreements (BPAs) for Contract Quarters, 23d Tactical Fighter Wing, England AFB, LA (REVISED) (1/26/90)

504-0-11 Followup-- Management of Medical Materiel, 67th Tactical Reconnaissance Wing Hospital, Bergstrom AFB, TX (1/31/90)

509-0-01 Management of Aircraft Cannibalization Program, 27th Tactical Fighter

Wing (TFW), Cannon AFB,
NM (10/01/89)

509-0-02 Followup of Management of Adjusted Stock Levels (FE 4855), 27th Tactical Fighter Wing (TFW), Cannon AFB, NM (10/31/89)

509-0-03 Management of the Local Purchase Program, 27th Tactical Fighter Wing (TFW), Cannon AFB, NM (12/29/89)

509-0-04 Implementation of In-House Commercial Activity Decisions, 27th Tactical Fighter Wing (TFW), Cannon AFB, NM (Project 9305111) (1/31/90)

509-0-05 Management of the Local Purchase Program, 64th Flying Training Wing (FTW), Reese AFB, TX (3/05/90)

509-0-06 Management of the Installation Civilian Training Program, 64th Flying Training Wing (FTW), Reese AFB, TX (3/08/90)

509-0-07 Management of Support Agreements, 64th Flying Training Wing (FTW), Reese AFB, TX (3/08/90)

516-0-01 Administration of Base Level Service Contracts, 836th Air Division, Davis-Monthan AFB, AZ (10/02/89)

516-0-02 Management of Operational Rations, 836th Air Division, Davis-Monthan AFB, AZ (10/02/89)

516-0-03 Management of the Life Support Program, 23d Tactical Air Support Squadron, Davis-Monthan AFB, AZ (11/08/89)

516-0-04 Management of the

Life Support Program, 41st Electronic Combat Squadron, Davis-Monthan AFB, AZ (12/15/89)

516-0-05 Management of the Ground Launched Cruise Missile Drawdown, 868th Tactical Missile Training Group, 836th Air Division, Davis-Monthan AFB, AZ (Project 9036317) (12/28/89)

516-0-06 Accountability for Parts Removed from Aircraft, Aerospace Maintenance and Regeneration Center, Davis-Monthan AFB, AZ (2/12/90)

516-0-07 Management of Schedule II Controlled Drugs, 836th Air Division, Davis-Monthan AFB, AZ (3/07/90)

516-0-08 Management of H-3 Time Change Items, 71st Special Operations Squadron (AFRES), Davis-Monthan AFB, AZ (3/19/90)

516-0-09 Implementation of In-House Commercial Activity Decisions, 836th Air Division, Davis-Monthan AFB, AZ (Project 9035111) (3/19/90)

535-0-01 Management of the Report of Survey Program, 831st Air Division, George AB, CA (10/02/89)

535-0-02 Management of Aircraft Deferred Discrepancies, 831st Air Division, George AFB, CA (10/02/89)

535-0-03 Management of the Combat Follow-On Supply Support System (FB 4812), George AFB, CA (10/03/89)

535-0-04 Management of

Service Contracts, Post Award Process, 831st Air Division, George AB, CA (10/10/89)

535-0-05 Management of Billeting Sundry Sales, 831st Air Division, George AFB, CA (10/13/89)

535-0-06 Followup on Management of Travel Expenditures (ADSN 6626), 831st Air Division, George AFB, CA (10/27/89)

535-0-07 Management of Accounting and Finance - Commercial Services (ADSN 6626), 831st Air Division, George AFB, CA (10/27/89)

535-0-08 Management of Vehicle Maintenance, 831st Air Division, George AFB, CA (11/20/89)

535-0-09 Management of Travel Vouchers, 831st Air Division, George AFB CA (11/22/89)

535-0-10 Effectiveness of Maintenance Management Support Functions, 831st Air Division, George AFB, CA (1/05/90)

535-0-11 Management of Special Purpose Recoverables Authorized Maintenance (SPRAM), 831st Air Division, George AFB, CA (1/05/90)

535-0-12 Management of the Small Arms Serialized Control Program, 831st Air Division, George AFB, CA (1/19/90)

535-0-13 Planning for Tactical Munitions Support During Contingencies, 831st Air Division, George AFB, CA (03/15/90)

535-0-14 Fabrication Branch - Local Manufacture, 831st Air Division, George AFB, CA (3/15/90)

535-0-15 Followup on Management of the Resource, Recovery and Recycling Program, 831st Air Division, George AFB, CA (3/16/90)

540-0-01 Accounting and Finance (ADSN 6748), Management of Paying and Collecting, 833d Air Division, Holloman AFB, NM (10/06/89)

540-0-02 Management of Research, Development, Test, and Evaluation Obligations, 833d Air Division, Holloman AFB, NM (10/16/89)

540-0-03 Management of Research, Development, Test, and Evaluation Obligations, 6585th Test Group, Holloman AFB, NM (10/30/89)

540-0-04 Management of 463L Pallets and Nets, 833d Air Division, Holloman AB, NM (11/29/89)

540-0-05 Physical Security and Accountability for Small Arms, 833d Air Division, Holloman AFB, NM (Project 9205216) (12/11/89)

540-0-06 Management of Adjusted Stock Levels (FB 4801), 833d Air Division, Holloman AFB, NM (12/11/89)

540-0-07 Management of Time Compliance Technical Orders, 49th Tactical Fighter Wing, Holloman AFB, NM (12/21/89)

540-0-08 Management of the Drug Testing Program, 6585th Test Group, Holloman AFB,

NM (1/08/90)

540-0-09 Management of the Drug Testing Program, 833d Air Division, Holloman AFB, NM (1/25/90)

540-0-10 Management of the Time Change Items, 49th Tactical Fighter Wing, Holloman AFB, NM (2/20/90)

540-0-11 Management of Mobility Planning (U), 833d Security Police Squadron, Holloman AFB, NM (2/21/90) (CLASSIFIED)

540-0-12 Management of Mobility Planning (U), 4th Satellite Communications Squadron (4SCS), Holloman AFB, NM (2/23/90) (CLASSIFIED)

540-0-13 Review of Environmental Pollution Prevention, Control, and Abatement, 6585th Test Group, Holloman AFB, NM (Project 0175214) (3/08/90)

540-0-14 Followup on Management of Medical Logistics, 833d Air Division, Holloman AFB, NM (3/13/90)

540-0-15 Accountability of Harvest Bare Assets, 4449th Mobility Support Squadron, Holloman AFB, NM (3/13/90)

540-0-16 Management of the Defense Enrollment Eligibility Reporting System, 833d Air Division, Holloman AFB, NM (3/14/90)

545-0-01 Accounting for Deployed Equipment, 1st Tactical Fighter Wing, Langley AFB, VA (10/02/89)

545-0-02 Followup of Base

Supply (FB 4800), Management of Air Force Logistics Command (AFLC) Critical Items and Base/Command Intensively Managed Critical Items, 1st Tactical Fighter Wing, Langley AFB, VA (10/06/89)

545-0-03 Accounting and Finance (ADSN 6707), Cash Accountability and Internal Controls, Langley AFB, VA (Project 9265312) (10/06/89)

545-0-04 Military Working Dogs, 1st Tactical Fighter Wing, Langley AFB, VA (10/06/89)

545-0-05 Management of Meal and Incidental Expense Allowances Paid to Temporary Duty (TDY) Enlisted Personnel, 1st Tactical Fighter Wing, Langley AFB, VA (10/18/89)

545-0-06 Accounting and Finance (ADSN 6707), Accounts Control Subject Matter Area, Management of the General Accounting and Finance System, 1st Tactical Fighter Wing, Langley AFB, VA (10/20/89)

545-0-07 Followup of Management of the Base Civil Engineer (BCE) Self-Help Program, 1st Tactical Fighter Wing, Langley AFB, VA (10/25/89)

545-0-08 Review of Statutorily Required Explanations of Specified Articles of the Uniform Code of Military Justice (UCMJ, Article 137), 1st Tactical Fighter Wing, Langley AFB, VA (10/26/89)

545-0-09 Ground-Launched Cruise Missile Drawdown, IIQ

Tactical Air Command,
Langley AFB, VA (Project
9036317) (11/07/89)

545-0-10 Air Force
Implementation of the Federal
Managers' Financial Integrity
Act - Fiscal Year 1989, HQ
Tactical Air Command,
Langley AFB, VA (Project
9265320) (11/14/89)

545-0-11 Followup of
Management of the Air Force
Security Policy Mobility
Program, 1st Tactical Fighter
Wing, Langley AFB, VA
(11/15/89)

545-0-12 Selected Aspects of
the Energy Security Program -
Management of Emergency
Generators, HQ Tactical Air
Command, Langley AFB, VA
(Project 9205215) (11/22/89)

545-0-13 Management of
Blanket Purchase Agreements,
1st Tactical Fighter Wing,
Langley AFB, VA (11/22/89)

545-0-14 Followup of
Contracting for Maintenance
and Logistics Support for
Aircrew Training Devices, HQ
Tactical Air Command,
Langley AFB, VA (Project
9046414) (11/22/89)

545-0-15 Quality Assurance
Program Management, 1st
Tactical Fighter Wing,
Langley AFB, VA (11/28/89)

545-0-16 Accounting and
Finance (ADSN 6707),
Management of the Materiel
Subject Matter Area, 1st
Tactical Fighter Wing,
Langley AFB, VA (12/07/89)

545-0-17 Management of the
Civilian Injury Compensation

Program, 1st Tactical Fighter
Wing, Langley AFB, VA
(12/19/89)

545-0-18 Physical Security
and Accountability for Small
Arms, 1st Tactical Fighter
Wing, Langley AFB, VA
(Project 9205216) (12/19/89)

545-0-19 Management of the
Life Support Program, 1st
Tactical Fighter Wing,
Langley AFB, VA (12/20/89)

545-0-20 Management of
Hazardous Materials and
Waste, 1st Tactical Fighter
Wing, Langley AFB, VA
(1/04/90)

545-0-21 Management of
Dependent Care
Responsibilities Program, HQ
Tactical Air Command and 1st
Tactical Fighter Wing,
Langley AFB, VA (Project
9165117) (1/04/90)

545-0-22 Base Supply,
Management of Ground Fuels,
1st Tactical Fighter Wing,
Langley AFB, VA (1/08/90)

545-0-23 Management of
Transient Quarters, 1st
Tactical Fighter Wing,
Langley AFB, VA (1/26/90)

545-0-24 Evaluation of
Controls Over Budget
Execution of the Operations
and Maintenance (O&M)
Appropriation, HQ Tactical Air
Command, Langley AFB, VA
(Project 0255316) (1/26/90)

545-0-25 Management of
Civilian Personnel Retirement,
1st Tactical Fighter Wing,
Langley AFB, VA (1/29/90)

545-0-26 Followup of Air Force

Initiatives to Reduce
Transatlantic Strategic Airlift
Requirements, HQ TAC,
Langley AFB, VA (Project
9085215) (1/31/90)

545-0-27 Software Testing at
the Standard Systems Center,
1st Tactical Fighter Wing,
Langley AFB, VA (Project
9195423) (2/02/90)

545-0-28 Management of
Vehicle Operations--Fleet
Management, 1st Tactical
Fighter Wing, Langley AFB,
VA (2/07/90)

545-0-29 Military Personnel -
Line of Duty and Misconduct
Determination Programs, 1st
Tactical Fighter Wing,
Langley AFB, VA (2/08/90)

545-0-30 Management of
Contract Repair Services, 1st
Tactical Fighter Wing,
Langley AFB, VA (2/27/90)

545-0-31 Review of Air Force
Contractor Operated Parts
Store, 1st Tactical Fighter
Wing, Langley AFB, VA
(2/28/90)

545-0-32 Followup of
Management of Controlled
Drugs, 1st Tactical Fighter
Wing, Langley AFB, VA
(3/09/90)

545-0-33 Base Supply (FB
4800), Management of
Inventory Adjustments, 1st
Tactical Fighter Wing,
Langley AFB, VA (3/12/90)

545-0-34 Management of
Morale, Welfare, and
Recreation Operations -
Marina, 1st Tactical Fighter
Wing, Langley AFB, VA
(Project 9285112) (3/20/90)

550-0-01 Management of Base Commissary Store, Williams AFB, AZ (10/02/89)

550-0-02 Unit Training Assembly Management, 944th Tactical Fighter Group, Air Force Reserve, Luke AFB, AZ (10/02/89)

550-0-03 Followup on Management of Depot Repairable Assets, 58th Tactical Training Wing, Luke AFB, AZ (10/30/89)

550-0-04 Management of Military Family Housing (MFH) Maintenance Contract, 82d Flying Training Wing, Williams AFB, AZ (1/19/90)

550-0-05 Management of Land Mobile Radios, 2037th Communications Squadron, Luke AFB, AZ (2/09/90)

550-0-06 Evaluation of the Installation Civilian Training Program, 82d Flying Training Wing, Williams AFB, AZ (2/15/90)

550-0-07 Exchange of Air Force Property With Commercial Sources, 832d Air Division, Luke AFB, AZ (2/20/90)

550-0-08 Management of Airframe Time Compliance Technical Order (TCTO) Kits, 58th Tactical Training Wing, Luke AFB, AZ (Project 0106217) (3/06/90)

550-0-09 Overseas Workload Program, 832d Air Division, Luke AFB, AZ (Project 0106211) (3/12/90)

555-0-01 Golf Course Operations, Cash Controls and Advance Green Fees, 56th

Tactical Training Wing, MacDill AFB, FL (10/05/89)

555-0-02 Management of Medical Supply Operations, 56th Tactical Training Wing, MacDill AFB, FL (10/06/89)

555-0-03 Management of Small Computers, 56th Tactical Training Wing, MacDill AFB, FL (11/30/89)

555-0-04 Local Purchase of Supplies, 56th Tactical Training Wing, MacDill AFB, FL (12/11/89)

555-0-05 Management of Base Munitions, 56th Tactical Training Wing, MacDill AFB, FL (12/15/89)

555-0-06 Management of Civil Engineering Materials, 31st Tactical Fighter Wing, Homestead AFB, FL (1/19/90)

555-0-07 Management of Mobility Operations, 71st Tactical Control Squadron, MacDill AFB, FL (1/23/90)

555-0-08 Management of Pharmacy Operations, 56th Tactical Training Wing, MacDill AFB, FL (Project 9325116) (2/15/90)

555-0-09 Management of Air Force Official Representation Contingency Funds - FY 1989, United States Special Operations Command, MacDill AFB, FL (Project 0205212) (2/26/90)

555-0-10 Management of Vehicle Maintenance, 31st Tactical Fighter Wing, Homestead AFB, FL (3/01/90)

555-0-11 Followup of Management of Golf Course

Operations - Cash Controls and Advance Green Fees, 56th Tactical Training Wing, MacDill AFB, FL (3/09/90)

555-0-12 Management of Basic Allowance for Quarters and Variable Housing Allowance Entitlements for Single Members, 31st Tactical Fighter Wing, Homestead AFB, FL (3/16/90)

560-0-01 Management of Special Purpose Recoverables Authorized to Maintenance (SPRAM), 366 Tactical Fighter Wing, Mt Home AFB, ID (10/11/89)

560-0-02 Imprest Fund Operations, Detachment 5, 1st Electronic Combat Range Group (SAC), Wilder AFS, ID (10/11/89)

560-0-03 Selected Aspects of the Energy Security Program Management of Emergency Generators, Mt Home AFB, ID (Project 9205215) (10/24/89)

560-0-04 Followup of Management of the Do-It-Yourself (DITY) Move Program, 366th Tactical Fighter Wing, Mt Home AFB, ID (11/06/89)

560-0-05 Management of the Contractor Operated Parts Store (COPARS) Contract, 366th Tactical Fighter Wing, Mt Home AFB, ID (11/06/89)

560-0-06 Imprest Fund Operations, 366th Tactical Fighter Wing, Mt Home AFB, ID (11/08/89)

560-0-07 Management of Pharmacy Operations, 366th Tactical Fighter Wing, Mt

Home AFB, ID (Project 9325116) (12/12/89)

560-0-08 Review of Base Comprehensive Plans, 366th Tactical Fighter Wing, Mt Home AFB, ID (12/19/89)

560-0-09 Followup of Contracting for Maintenance and Logistics Support for Aircrew Training Devices (ATDs), 366th Tactical Fighter Wing, Mt Home AFB, ID (Project 9046414) (12/21/89)

560-0-10 Followup, Management of Aviation Fuel Peacetime Requirements and Inventories, 366th Tactical Fighter Wing, Mt Home AFB, ID (Project 0126120) (1/03/90)

560-0-11 Followup of Military Family Housing Contract, 366th Tactical Fighter Wing, Mt Home AFB, ID (2/01/90)

560-0-12 Morale, Welfare, and Recreation (MWR) Equipment Management, Detachment 5, 1st Electronic Combat Range Group (SAC), Wilder AFS, ID (2/20/90)

560-0-13 Followup, Review of Environmental Pollution Prevention, Control, and Abatement, 366th Tactical Fighter Wing, Mt Home AFB, ID (Project 0175214) (2/21/90)

560-0-14 Morale, Welfare, and Recreation (MWR) Equipment Management Support for Detachment 5, 1st Electronic Combat Range Group (SAC), 366th Tactical Fighter Wing, Mt Home AFB, ID (3/16/90)

565-0-01 Followup of Review of Medical Appointment Procedures, 554th Operations

Support Wing, Nellis AFB, NV (10/02/89)

565-0-02 Review of Communications-Electronics Management Staff Support, 2069th Communications Group, Nellis AFB, NE (10/11/89)

565-0-03 Adequacy of Civilian Injury Compensation Program Administration, 554th Operations Support Wing, Nellis AFB, NV (11/07/89)

565-0-04 Followup of Management of the Coordination of Benefits Program, 554th Operations Support Wing, Nellis AFB, NV (12/08/89)

565-0-05 Management of Food Service Controls, 554th Operations Support Wing, Nellis AFB, NV (12/13/89)

565-0-06 Management of Airframe Time Compliance Technical Order (TCO) Kits, USAF Tactical Fighter Weapons Center, Nellis AFB, NV (Project 0106217) (12/28/89)

565-0-07 Billeting Asset Management, 554th Operations Support Wing, Nellis AFB, NV (1/09/90)

565-0-08 Management of Host/Tenant Support Agreements, 554th Operations Support Wing, Nellis AFB, NV (1/22/90)

565-0-09 Management of the Regional Equipment Training Site (RETS), 820th REID HORSE Civil Engineering Squadron, Nellis AFB, NV (1/26/90)

565-0-10 Review of Selected Commissary Internal Controls, Det 116, Nellis AFB Commissary, Nellis AFB, NV, (1/30/90)

565-0-11 Physical Security and Accountability for Small Arms, 554th Operations Support Wing, Nellis AFB, NV (Project 9205216) (1/30/90)

565-0-12 Management of the Regional Equipment Training Site (RETS), 554th Operations Support Wing, Nellis AFB, NV (2/02/90)

565-0-13 Effectiveness of Base Freight Operations, 554th Operations Support Wing, Nellis AFB, NV (3/19/90)

570-0-01 Contracting for Travel Services, 4th Tactical Fighter Wing, Seymour Johnson AFB, NC (Project 9076414) (10/16/89)

570-0-02 Air Force Implementation of the Federal Managers' Financial Integrity Act - FY 1989, 4th Tactical Fighter Wing, Seymour Johnson AFB, NC (Project 9265320) (11/17/89)

570-0-03 Accuracy of Military Pay and Travel Payments During Exercise Participation, 4th Tactical Fighter Wing, Seymour Johnson AFB, NC (11/30/89)

570-0-04 Review of Prompt Payment Act Provisions, 354th Tactical Fighter Wing, Myrtle Beach AFB, SC (1/04/90)

570-0-05 Management of Selected Contracting Procedures, 354th Tactical Fighter Wing, Myrtle Beach AFB, SC (1/30/90)

570-0-06 South Carolina Residential Electricity Sales Tax, 354th Tactical Fighter Wing, Myrtle Beach AFB, SC (1/31/90)

570-0-07 Accountability of Government Furnished Property Provided to the Military Family Housing Maintenance Contractor, 4th Tactical Fighter Wing, Seymour Johnson AFB, SC (2/23/90)

570-0-08 Review of Dual Weapon System War Readiness Spares Kits, 4th Tactical Fighter Wing, Seymour Johnson AFB, NC (2/27/90)

570-0-09 Review of Appropriated Fund Support Provided Nonappropriated Fund Activities, 354th Tactical Fighter Wing, Myrtle Beach AFB, SC (2/28/90)

570-0-10 Review of F-15E Conversion Construction Contracts, 4th Tactical Fighter Wing, Seymour Johnson AFB, NC (3/09/90)

570-0-11 Review of Prior Years Nonappropriated Fund Expenditures, 354th Tactical Fighter Wing, Myrtle Beach AFB, SC (3/14/90)

570-0-12 Review of Southwest Asia Prepositioned Asset Management, 4th Tactical Fighter Wing, Seymour Johnson AFB, NC (3/15/90)

570-0-13 Management of the Air Passenger Terminal, 4th Tactical Fighter Wing, Seymour Johnson AFB, NC (3/19/90)

575-0-02 Base Supply (FB

4803), Management of Excess Equipment, 363d Tactical Fighter Wing, Shaw AFB, SC (10/16/89)

575-0-03 Review of Quality Assurance Over Selected Base Level Service Contracts, 363d Tactical Fighter Wing, Shaw AFB, SC (10/27/89)

575-0-04 Physical Security and Accountability for Small Arms, 363d Tactical Fighter Wing, Shaw AFB, SC (Project 9205216) (11/14/89)

575-0-05 Management of the Report of Survey Program, 363d Tactical Fighter Wing, Shaw AFB, SC (11/22/89)

575-0-06 Effectiveness of Unannounced Cash Verification Procedures, 363d Tactical Fighter Wing, Shaw AFB, SC (11/22/89)

575-0-07 Management of Grand Bay Weapons Range, 347th Tactical Fighter Wing, Moody AFB, GA (12/01/89)

575-0-08 Management of Incentive Pays, 363d Tactical Fighter Wing, Shaw AFB, SC (12/08/89)

575-0-09 Management of Commissary Operations, 347th Tactical Fighter Wing, Moody AFB, GA (12/12/89)

575-0-10 Management of Individual Equipment Items, 169 Tactical Fighter Group, McEntire ANG, Eastover, SC (1/12/90)

575-0-11 Management of Temporary Duty Special Authorizations, 363d Tactical Fighter Wing, Shaw AFB, SC (1/16/90)

575-0-12 Management of Repair Cycle Assets, 363d Tactical Fighter Wing, Shaw AFB, SC (1/17/90)

575-0-13 Management of Temporary Duty Special Authorizations, HQ 9th Air Force, Shaw AFB, SC (1/24/90)

575-0-14 Hand Tool Management, 363d Tactical Fighter Wing, Shaw AFB, SC (1/25/90)

575-0-15 Management of Civil Engineering Materials, 363d Tactical Fighter Wing, Shaw AFB, SC (2/05/90)

575-0-16 Management of Civilian Pay, 363d Tactical Fighter Wing, Shaw AFB, SC (3/02/90)

575-0-17 Followup, Review of Environmental Pollution Prevention, Control, and Abatement, 363d Tactical Fighter Wing, Shaw AFB, SC (Project 0175214) (3/07/90)

575-0-18 Management of Contract Quarters, 347th Tactical Fighter Wing, Moody AFB, GA (3/12/90)

575-0-19 Management of Military Family Housing Assignments, Shaw AFB, SC (3/16/90)

600-0-01 Management of Civilian Personnel Pay Allowances, 66th Electronic Combat Wing, Sembach AB, Germany (10/12/89)

600-0-02 Accounting and Finance Office, Cash Accountability and Internal Controls, HQ TUSLOG, Ankara AS, Turkey (Project 9265312) (10/17/89)

600-0-03 Followup of Management of Noncommissioned Officers Open Mess Operations, 377th Combat Support Wing, Ramstein AB, Germany (11/06/89)

600-0-04 Renovation Costs for General Officers Housing, Ramstein AB, Germany (11/09/89)

600-0-05 Management of Host Nation Support - Creek Sweep Credits, HQ USAFE, Ramstein AB, Germany (11/14/89)

600-0-06 Management of Personnel Pay Allowances, 377th Combat Support Wing, Ramstein AB, Germany (11/08/89)

600-0-07 Weapons Safety Division, Program and Funds Management, HQ USAFE, Ramstein AB, Germany (11/14/89)

600-0-08 Accounting and Finance Office, Deposits in Transit, 39th Tactical Group, Incirlik AB, Turkey (11/17/89)

600-0-09 Civil Engineering Material Management Contract Operations, 39th Tactical Group, Incirlik AB Turkey (11/22/89)

600-0-10 Civil Engineering-- Management of Facility Projects, 7275 Air Base Group (ABG), San Vito AS, Italy (REVISED) (1/29/89)

600-0-11 Transportation of War Reserve Materiel Subsistence to Remote Locations, 17th Air Force, Sembach AB, Germany (11/30/89)

600-0-12 Management of Air Force Special Morale and Welfare (SM&W) and Contingency Funds, HQ USAFE, Ramstein AB, Germany (12/04/89)

600-0-13 Contract Change in Scope Determinations, HQ USAFE, Ramstein AB, Germany (12/05/89)

600-0-14 Followup of C-23 Aircraft Maintenance Management, 26th Tactical Reconnaissance Wing, Zweibrucken AB, Germany (12/06/89)

600-0-15 Civil Engineering, Management of Leased Facilities, 7275th Air Base Group, San Vito Dei Normanni AS, Italy (12/11/89)

600-0-16 Followup of Computer Hardware Acquisition and Maintenance Management, 487th Tactical Missile Wing, Comiso AS, Italy (12/12/89)

600-0-1 Accounting and Finance, Cash Accountability and Internal Controls, 7275th Air San Vito Dei Normanni AS, Italy (Project 9265312) (12/15/89)

600-0-18 Base Supply (FB 5541), Followup of Management of Organizational Equipment, 487th Tactical Missile Wing, Comiso AS, Italy (12/20/89)

600-0-19 Security Police, Management of the Air Base Ground Defense Program, San Vito AS, Italy (12/27/89)

600-0-20 Management of Leased Facilities, 487th Tactical Missile Wing, Comiso

AS, Italy (1/10/90)

600-0-21 Accounting for the 401st Tactical Fighter Wing Relocation Fund, 316th Air Division, Ramstein AB, Germany (1/10/90)

600-0-22 Management of Land Mobile Radios, 487th Tactical Missile Wing, Comiso AS, Italy (1/12/90)

600-0-23 Management of Unaccompanied NCO and Officers Quarters, 377th Combat Support Wing, Ramstein AB, Germany (1/19/90)

600-0-24 Review of the Software Testing and Release process at the Standard Systems Center, 316th Air Division Ramstein AB, Germany (Project 9195423) (1/26/90)

600-0-25 Management of the Ground Launched Cruise Missile Drawdown, 487th Tactical Missile Wing, Comiso AS, Italy (Project 9036317) (2/01/90)

600-0-26 Management of the 401st Tactical Fighter Wing Relocation Fund, HQ USAFE, Ramstein AB, Germany (1/26/90)

600-0-2 Followup of Range Usage and Operations, 316th Air Division, Ramstein AB, Germany (1/29/90)

600-0-28 Management of Warehouse Storage Space Utilization, 377th Combat Support Wing, Ramstein AB, Germany (1/30/90)

600-0-29 Transportation, Management of Leased Motor Vehicles, 487th Tactical Missile Wing, Comiso AS, Italy (2/02/90)

600-0-30 Accounting and Finance, Management of Advance Travel Payments, 487th Tactical Missile Wing, Comiso AS, Italy (2/12/90)

600-0-31 Management of Basic Allowance for Quarters Entitlements, 66 Electronic Combat Wing, Sembach AB, Germany (2/20/90)

600-0-32 Followup of Accounting and Finance, Office of Defense Cost, HQ USAFE, Ramstein AB, Germany (2/27/90)

600-0-33 Management of Basic Allowance for Quarters, 26th Tactical Reconnaissance Wing, Zweibrucken AB, Germany (2/27/90)

600-0-34 Management of Contracting Operations, 487th Tactical Missile Wing, Comiso AS, Italy (3/07/90)

600-0-35 Management of Ramstein Recreation Center Facility Project, 377th Combat Support Wing, Ramstein AB, Germany (3/14/90)

600-0-36 Evaluation of Controls Over Budget Execution of the Operation and Maintenance Appropriation, HQ USAFE/AC, Ramstein AB, Germany (Project 0255316) (3/15/90)

602-0-01 Wang Small Computer Maintenance, 10th Tactical Fighter Wing (TFW), RAF Alconbury, United Kingdom (10/03/89)

602-0-02 Management of Billeting Operations, 10th TFW, RAF Alconbury, United Kingdom (10/31/89)

602-0-03 Medical War Readiness Materiel - 608th

USAF Contingency Hospital, RAF Upwood, United Kingdom (12/01/89)

602-0-04 Management of Compressed Gases and Gas Cylinders, 10th TFW, RAF Alconbury, United Kingdom (12/01/89)

602-0-05 Base Civil Engineering, Financial Management for Property Services Agency Work, 10th TFW, RAF Alconbury, United Kingdom (11/30/89)

602-0-06 Military Pay-Basic Allowance for Subsistence, 17th Reconnaissance Wing, RAF Alconbury, United Kingdom (12/05/89)

602-0-07 Military Pay-Basic Allowance for Subsistence, 10th TFW, RAF Alconbury, United Kingdom (12/05/89)

602-0-08 Followup on Management of Support Equipment for the A-10 Aircraft Weapon System, 10th Tactical Fighter Wing, RAF Alconbury, United Kingdom (1/23/90)

602-0-09 Selected Aspects of the Energy Security Program - Management of Emergency Generators, 10th Tactical Fighter Wing, RAF Alconbury, United Kingdom (Project 9205215) (2/05/90)

602-0-10 Air Force Planning for Tactical Munitions Support During Contingencies (U), 10th Tactical Fighter Wing, RAF Alconbury, United Kingdom (Project 0085213) (2/05/90) (CLASSIFIED)

602-0-11 Consolidated Open Mess Cash Controls, 7274th Air Base Group, RAF Chicksands, United Kingdom (2/14/90)

602-0-12 Accounting and Finance Office, Travel Pay Management, 10th Tactical Fighter Wing, RAF Alconbury, United Kingdom (2/27/90)

602-0-13 Management of Repair Cycle Assets at the Forward Operating Location (FOL), Alhorn AB, Germany (3/05/90)

602-0-14 Management of Communication Security Material, 2166th Communications Squadron, RAF Alconbury, United Kingdom (Project 0205215) (3/12/90)

602-0-15 Base Communications - Management of Land Mobile Radios, 10th Tactical Fighter Wing, RAF Alconbury, United Kingdom (3/15/90)

603-0-01 Management of Repair Cycle Assets, 81st Tactical Fighter Wing, RAF Bentwaters, United Kingdom (10/04/89)

603-0-02 Management of Vehicle Maintenance, 81st Tactical Fighter Wing, RAF Bentwaters, United Kingdom (10/06/89)

603-0-03 Management of the Initial Spares Support List for the MH-53J Aircraft, 39th Special Operations Wing-W, RAF Woodbridge, United Kingdom (12/08/89)

603-0-05 Management of the Initial Spares Support List for the MH-53J Aircraft, 81st Tactical Fighter Wing, RAF Bentwaters, United Kingdom (12/12/89)

603-0-06 Management of Base Supply, Individual Equipment Unit (PB 5688), 32d Tactical Fighter Squadron, Soesterberg

AB, The Netherlands
(12/15/89)

603-0-07 Base Supply (FP 5688), Fuels Management, 32nd Tactical Fighter Group, Soesterberg AB, The Netherlands (12/20/89)

603-0-08 Civil Engineering, Financial Management of Property Services Agency (PSA), 81st TFW, RAF Bentwaters, United Kingdom (REVISED) (12/22/89)

603-0-09 Management of Special Purpose Recoverables Authorized Maintenance for the A-10 Weapon System, 81st TFW, RAF Bentwaters, United Kingdom (2/16/90)

603-0-10 Base Supply (FE 5644), Management of Rental Equipment, 81st TFW, RAF Bentwaters, United Kingdom (2/20/90)

603-0-11 Evaluation of Controls Over Budget Execution of the Operation and Maintenance Appropriation, 81st TFW, RAF Bentwaters, United Kingdom (Project 0255316) (2/28/90)

603-0-12 Management of Life Support Equipment, 81st TFW, RAF Bentwaters, United Kingdom (3/06/90)

603-0-13 Air Force Planning for Tactical Munitions During Contingencies (U), RAF Bentwaters United Kingdom (Project 0085213) (3/16/90) (CLASSIFIED)

604-0-01 Management of Local Purchase Equipment (FE 5621), 52nd Tactical Fighter Wing, Spangdahlem

AB, Germany (11/24/89)

604-0-02 Management of Land Mobile Radios, 36th TFW, Bitburg AB, Germany (12/01/89)

604-0-03 Followup, Management of Aviation Fuel Peacetime Requirements and Inventories, 52d TFW, Spangdahlem AB, Germany (Project 0126120) (1/03/90)

604-0-04 Management of Dependent Care Responsibilities Program, 2139th Communications Squadron, Bitburg AB, Germany (Project 9165517) (1/05/90)

604-0-05 Air Force Planning for Tactical Munitions Support During Contingencies, 36th TFW, Bitburg AB, Germany (Project 0085213) (1/10/90)

604-0-06 Review of Software Testing at the Standard Systems Center, 36th TFW, Bitburg AB, Germany (Project 9195423) (1/10/90)

604-0-07 Management of Dependent Care Responsibilities Program, 36th Tactical Fighter Wing, Bitburg AB, Germany (Project 9165517) (1/12/90)

604-0-08 Management and Control of Hydrazine Fuel Products, 52d Tactical Fighter Wing, Spangdahlem AB, Germany (2/13/90)

604-0-09 Evaluation of Controls Over Budget Execution of the Operations and Maintenance (O&M) Appropriation (5793400), 36 TFW, Bitburg

AB, Germany (Project 0255316) (3/13/90)

604-0-10 Base Supply - Bench Stock Support, 52d TFW, Spangdahlem AB, Germany (3/19/90)

604-0-11 Transfer of Responsibilities - Pruem AS, 36th TFW, Bitburg AB, Germany (3/19/90)

604-0-12 Management of Audiovisual Equipment, Det 4, 1367th Audiovisual Squadron, Torrejon AB, Spain (3/19/90)

605-0-01 Drawdown Planning- Operating Location E, Det. 1, 1367th Audiovisual Squadron, RAF Greenham Common, United Kingdom (10/02/89)

605-0-02 Drawdown Planning- Tenants, 501st Tactical Missile Wing, RAF Greenham Common, United Kingdom (11/14/89)

605-0-03 Drawdown Planning, Detachment 26, 28th Air Weather Service (AWS), RAF Greenham Common, United Kingdom (11/17/89)

605-0-04 Drawdown Planning for Commissary Troop Support, RAF Greenham Common, United Kingdom (11/29/89)

605-0-05 Management of Ground Launched Cruise Missile Drawdown, 501st Tactical Missile Wing, RAF Greenham, United Kingdom (Project 9036317) (2/22/90)

605-0-06 Wing Drawdown Program, 501st Tactical Missile Wing, RAF Greenham Common, United Kingdom (3/09/90)

606-0-01 Maintenance of Family Housing, 50th TFW, Hahn AB, Germany (REVISED) (10/18/89)

606-0-02 Management of Vehicle Maintenance Materiel Control, 435th Tactical Airlift Wing, Rhein-Main AB, Germany (11/13/89)

606-0-03 Management of Ground Launched Cruise Missile Drawdown, 38th Tactical Missile Wing, Wiesbaden AB, Germany (Project 9036317) (11/30/89)

606-0-04 Management of Billeting Operations, 435th Tactical Airlift Wing, Rhein-Main AB, Germany (12/20/89)

606-0-05 Management of Vehicle Tires and Batteries, 50th TFW, Hahn AB, Germany (1/31/90)

606-0-06 Civil Engineering Project Management, 435th Tactical Airlift Wing, Rhein-Main AB, Germany (2/22/90)

606-0-07 Air Force Planning for Tactical Munitions Support During Contingencies, 50th TFW, Hahn AB Germany (Project 0085213) (3/09/90)

606-0-08 Management of Aerospace Ground Equipment, 50th TFW, Hahn AB, Germany (3/12/90)

610-0-01 Management of the Precision Measurement Equipment Laboratory, 48th TFW, RAF Lakenheath, United Kingdom (11/27/89)

610-0-02 Management of Vehicle Maintenance, 48th TFW, RAF Lakenheath, United Kingdom (1/10/90)

610-0-03 Vehicle Maintenance Manpower, Detachment 9, 7200th Management Engineering Squadron, RAF Mildenhall, United Kingdom (1/25/90)

610-0-04 Management of Test, Measurement, and Diagnostic Equipment Requiring Calibration, 513 Airborne Command and Control Wing, RAF Mildenhall, United Kingdom (2/15/90)

610-0-05 Management of Vehicle Maintenance, 513 Airborne Command and Control Wing, RAF Mildenhall, United Kingdom (3/20/90)

614-0-01 Civil Engineering Materiel Management, Combat Support Group, 401st TFW, Torrejon AB, Spain (10/02/89)

614-0-02 Management of Civilian Pay Entitlements for U.S. Employees, 401st TFW, Torrejon AB, Spain (10/03/89)

614-0-03 Logistics Plans and Programs Management, Resource Plans Division, 401st TFW, Torrejon AB, Spain (11/30/89)

614-0-04 Accounting and Finance (ADSN 6593), Unannounced Cash Accountability Verifications, 7206th Air Base Group, Hellenikon AB, Greece (12/04/89)

614-0-05 Management of Aircraft Engine Time Compliance Technical Orders, 401st TFW, Torrejon AB, Spain (12/15/89)

614-0-06 Accountability Over Civil Engineering Grounds

Maintenance Equipment, 401st Tactical Fighter Wing, Torrejon AB, Spain (1/12/90)

614-0-07 Accounting and Finance (ADSN 6776), Management of Commercial Services, 401st Tactical Fighter Wing, Torrejon AB, Spain (1/17/90)

614-0-08 Review of Civilian Personnel Management, 401st Tactical Fighter Wing, Torrejon AB, Spain (2/01/90)

614-0-09 Management of Selected Local National Pay Procedures, 7206th Air Base Group, Hellenikon AB, Greece (2/02/90)

614-0-10 Accounting and Finance (ADSN 5960), Cash Accountability and Internal Controls, 7276th Air Base Group, Iraklion AS, Greece (3/07/90)

614-0-11 Management of Dependent Care Responsibilities Program, 401st Tactical Fighter Wing, Torrejon AB, Spain (Project 9165117) (3/13/90)

614-0-12 Management of Audiovisual Equipment, Detachment 4, 1367th Audiovisual Squadron, Torrejon AB, Spain (3/19/90)

614-0-13 Air Force Planning for Tactical Munitions Support During Contingencies, 406 TFW, Zaragoza AB, Spain (Project 0085213) (3/20/90)

616-0-01 Base Supply Management of Local Purchase, 20th Tactical Fighter Wing, RAF Upper Heyford, United Kingdom (11/06/89)

616-0-02 Selected Aspects of the Energy Security Program, Management of Emergency Generators, 20th TFW, RAF Upper Heyford, United Kingdom (Project 9205215) (12/18/89)

616-0-03 Accounting and Finance Office, Management of Travel Vouchers, 20th TFW, RAF Upper Heyford, United Kingdom (1/08/90)

616-0-04 Followup on Management of the Chemical Warfare Defense Program, 20th TFW, RAF Upper Heyford, United Kingdom (1/08/90)

616-0-05 Evaluation of Redistribution of Excess War Reserve Material, RAF Fairchild, United Kingdom (3/13/9)

705-0-01 Travel Voucher Computations, 437th Military Airlift Wing (MAW), Charleston AFB, SC (10/18/89)

705-0-02 Management of Interfund Reports of Discrepancy, 437th MAW, Charleston AFB, SC (10/25/89)

705-0-03 Military Family Housing Government Owned Appliance Management, 437th CES, Charleston AFB, SC (11/30/89)

705-0-04 Followup on Aviation Fuel Peacetime Stockage Objective, 437th Military Airlift Wing, Charleston AFB, SC (12/14/89)

705-0-05 Land Mobile Radio Management, 437th Military Airlift Wing, Charleston AFB, SC (12/20/89)

705-0-06 Military Family Housing Interior Maintenance Contract, 317th Tactical Airlift Wing, Pope AFB, NC (1/05/90)

705-0-07 Air Freight Terminal Vehicle Allowances, 437th APS, Charleston AFB, SC (Project 0226110) (1/10/90)

705-0-08 Review of Morale, Welfare, and Recreation Operations, 437th Military Airlift Wing, Charleston AFB, SC (Project 9285112) (2/26/90)

707-0-01 Management of the Local Purchase Program, 436 Military Airlift Wing (MAW), Dover AFB, DE (1/11/90)

707-0-02 Air Freight Terminal Vehicle Allowances, 436 Military Airlift Wing (MAW), Dover AFB, DE (Project 0226110) (2/12/90)

710-0-01 Commissary Controls Over Cash, Coupons, Checks, and Negotiable Instruments, Little Rock AFB, AR (11/07/89)

710-0-02 Management of the Contractor-Operated Parts Store (COPARS) Contract, 314th Tactical Airlift Wing, Little Rock AFB, AR (11/16/89)

710-0-03 Management of the T-56 Engine Maintenance Program, 314th Tactical Airlift Wing, Little Rock AFB, AR (Project 9106214) (11/16/89)

710-0-04 Food Services - Meal Access Controls, 314th Tactical Airlift Wing, Little Rock AFB, AR (11/20/89)

710-0-05 Food Services - Equipment Management, 314th Tactical Airlift Wing, Little Rock AFB, AR (11/20/89)

710-0-06 Education Services - Management of Tuition Assistance Program, 314th Tactical Airlift Wing, Little Rock AFB, AR (1/16/90)

710-0-07 Selected Aspects of the Energy Security Program, Management of Emergency Generators, 314th Tactical Airlift Wing, Little Rock AFB, AR (Project 9205215) (1/16/90)

710-0-08 Physical Security and Accountability for Small Arms, 314th Tactical Airlift Wing, Little Rock AFB, AR (Project 9205216) (1/18/90)

710-0-09 Implementation and Management Procedures for In-House Commercial Activities, 314th Tactical Airlift Wing, Little Rock AFB, AR (Project 9305111) (1/18/90)

710-0-10 Followup of Review of Air National Guard (ANG) Acquisition Procedures and Practices, 118th Tactical Airlift Wing, Nashville Metropolitan Airport, Nashville, TN (Project 6076512) (1/29/90)

710-0-11 Management of Time Compliance Technical Orders, 314th Tactical Airlift Wing, Little Rock AFB, AR (2/13/90)

710-0-12 Management of Civilian Pay, 189th Tactical Airlift Group (ANG), Little Rock AFB, AR (2/27/90)

710-0-13 Equipment Management and Control, 223rd Combat Communications Squadron (ANG), Hot Spring, AR (3/0/90)

715-0-01 Management of Base Supply Excess Assets, 62nd

Military Airlift Wing,
McChord AFB, WA (10/02/89)

715-0-02 Management of
Transient Aircraft Maintenance Reimbursements, 62d
Military Airlift Wing,
McChord AFB, WA (10/25/89)

715-0-03 Management of
Confidential Investigative
Contingency Funds--FY 1989,
AFOSI District 20, McChord
AFB, WA (Project 0205211)
(12/08/89)

715-0-04 Management of
Small Arms Accountability
and Physical Security, 62d
Military Airlift Wing,
McChord AFB, WA (Project
9205216) (12/12/89)

715-0-05 Management of the
Dependent Care Responsibilities Program, 446th
Military Airlift Wing (Associate) (AFRES), McChord AFB,
WA (Project 9165117) (1/04/90)

715-0-06 Management of the
Dependent Care
Responsibilities Program, 62d
Military Airlift Wing,
McChord AFB, WA (Project
9165117) (1/04/90)

715-0-07 Followup of Aviation
Fuel Financial Management,
62d Military Airlift Wing,
McChord AFB, WA (1/10/90)

715-0-08 Management of the
Dependent Care
Responsibilities Program,
Office of the Adjutant General,
Camp Murray, WA (Project
9165117) (2/16/90)

715-0-09 Followup, Review of
Environmental Pollution
Prevention, Control, and
Abatement Program, 62d

Military Airlift Wing,
McChord AFB, WA (Project
0175214) (3/20/90)

720-0-01 Evaluation of Official
Travel Management, 438th
Military Airlift Wing (MAW),
McGuire AFB, NJ (Project
9265311) (10/02/89)

720-0-02 Security Planning for
the Military Airlift Command
Passenger Automated Check-
In System (PACS), 438th
Military Airlift Wing (MAW),
McGuire AFB, NJ (Project
9226118) (11/01/89)

720-0-03 Management of
Civilian Employee Paid
Overtime, 438th Military
Airlift Wing, McGuire AFB,
NJ (1/16/90)

720-0-04 Management of
Associate Reserve Training
Participation, 514th Military
Airlift Wing (Associate/Air
Force Reserves), McGuire
AFB, NJ (1/12/90)

725-0-01 Precision
Measurement Equipment
Laboratory (PMEL)
Management, 63rd Military
Airlift Wing, Norton AFB, CA
(10/02/89)

725-0-02 Management of
Confidential Investigative
Contingency Funds - FY 89,
AFOSI District 18, Norton
AFB, CA (Project 0205211)
(11/03/89)

725-0-03 Management of
Personal Property Shipments,
63d Military Airlift Wing,
Norton AFB, CA (11/03/89)

725-0-04 Base Supply (FB
4448), Due-Out Validation
Process Management, 63d

Military Airlift Wing, Norton
AFB, CA (11/09/89)

725-0-05 Followup of Morale,
Welfare, and Recreation
(MWR) Participation in the
Resource Recovery Recycling
Program (RRRP), 63d Military
Airlift Wing, Norton AFB, CA
(11/14/89)

725-0-06 Management of Air
Freight Terminal Vehicle
Allowances, 63d Military
Airlift Wing, Norton AFB CA
(Project 0226110) (12/22/89)

725-0-07 Civil Engineering
Self-Help Program
Management, 22d Air
Refueling Wing, March AFB,
CA (1/11/90)

725-0-08 Followup of
Pharmacy Operations,
Management of Schedule II
Drugs, 22nd Strategic
Hospital, March AFB, CA
(2/23/90)

725-0-09 Followup of Precision
Measurement Equipment
Laboratory (PMEL), 63d
Military Airlift Wing, Norton
AFB, CA (2/26/90)

725-0-10 Base Supply (FB
4664), Management of the Base
Service Store, 22d Air
Refueling Wing, March AFB,
CA (2/28/90)

730-0-01 Civil Reserve Air
Fleet (CRAF) Crew
Commitments, HQ Military
Airlift Command (MAC), Scott
AFB, IL (10/02/89)

730-0-02 Management of
Small Computer Hardware and
Software, 131st Tactical
Fighter Wing (TFW),
Bridgeton, MO (10/02/89)

730-0-03 Management of Test, Measurement, and Diagnostic Equipment (TMDE) Section, 375th Aeromedical Airlift Wing (AAW), Scott AFB, IL (10/03/89)

730-0-04 Management and Accountability of Drugs, Medical Supplies, and Equipment of the 57th Aeromedical Evacuation Squadron, 375th Aeromedical Airlift Wing (AAW), Scott AFB, IL (10/17/89)

730-0-05 Management of 375th Base Supply Squadron (SRAN FB 4407), Allowance and Authorization, 375th Aeromedical Airlift Wing, Scott AFB, IL (10/26/89)

730-0-06 Management of Local Purchase Items, 375th Base Supply (FB 4467), 375th Aeromedical Airlift Wing (AAW), Scott AFB, IL (11/03/89)

730-0-07 Followup of Operational Readiness of the 932d Civil Engineering Squadron, 932d Aeromedical Airlift Group (AAG) (Associate) (AFRES), Scott AFB, IL (11/08/89)

730-0-08 Evaluation of Efficiency and Effectiveness of Maintenance Training Management, 375th Aeromedical Airlift Wing, Scott AFB, IL (11/17/89)

730-0-09 Management of Small Computer Hardware and Software, Chanute Technical Training Center (CTTC), Chanute AFB, IL (11/28/89)

730-0-10 Management of Land Mobile Radios, 375th

Aeromedical Airlift Wing, Scott AFB, IL (12/01/89)

730-0-11 Travel Management, Communications Systems Program Office (CSPO), Scott AFB, IL (12/01/89)

730-0-12 Contracting for Travel Services, 375th Aeromedical Airlift Wing (AAW), Scott AFB, IL (Project 9076414) (12/21/89)

730-0-13 Medical Equipment Repair Center (MERC) Management, USAF Medical Center, Scott AFB, IL (10/04/90)

730-0-14 Followup of Management of Coordination of Benefits (COB) Program, USAF Medical Center Scott, Scott AFB, IL (1/04/90)

730-0-15 Management of Household Goods Shipments, 375th Transportation Squadron, Scott AFB, IL (1/12/90)

730-0-16 Management of Base Supply Material Storage and Distribution, 375th Aeromedical Airlift Wing (AAW), Scott AFB, IL (1/27/90)

730-0-17 Operational Readiness of the 375th Civil Engineering Squadron (CES), 375th Aeromedical Airlift Wing (AAW), Scott AFB, IL (1/19/90)

730-0-18 Management of Air Force Official Representation Contingency Funds - FY 1989, IIQ Air Force Communications Command (AFCC), Scott AFB, IL (Project 0205212) (2/01/90)

730-0-19 Accounting and Finance Quality Assurance

Program (QAP), 375th Aeromedical Airlift Wing (AAW), Scott AFB, IL (2/08/90)

730-0-20 Management of Vehicle Maintenance Hand and Special Tools, 375th Aeromedical Airlift Wing (AAW), Scott AFB, IL (2/08/90)

730-0-21 Management of Commissary Cash Control, Scott AFB, IL (2/08/90)

730-0-22 Review of Spare F117 Engine Requirements for C-17 Aircraft, IIQ Military Airlift Command (MAC), Scott AFB, IL (Project 0126121) (2/12/90)

730-0-23 Management of the Golf Course, Chanute Technical Training Center, Chanute AFB, IL (2/12/90)

730-0-24 Air Force Implementation of the Federal Managers Financial Integrity Act (FMFIA), IIQ MAC, Scott AFB, IL (Project 9265320) (3/01/90)

730-0-25 Evaluation of Controls Over Budget Execution of the Operations and Maintenance Appropriation, HQ MAC, Scott AFB, IL (Project 0255316) (3/02/90)

730-0-26 Air Force Implementation of the Federal Managers' Financial Integrity Act (FMFIA), 375 AAW, Scott AFB, IL (Project 9265320) (3/02/90)

730-0-27 Equipment Accountability, 1842 Electronics Engineering Group (EEG), Scott AFB, IL (3/08/90)

730-0-28 Review of Management of

Noncommissioned Officer's Club, 375 AAW, Scott AFB, IL (3/14/90)

730-0-29 Review of Morale, Welfare, and Recreation (MWR) Operations, 375 AAW, Scott AFB, IL (Project 9285112) (3/15/90)

730-0-30 Review of Morale, Welfare, and Recreation Operations, Chanute AFB, IL (Project 9285112) (3/20/90)

735-0-01 Land Mobile Radio Requirements, 60th Military Airlift Wing, Travis AFB, CA (10/02/89)

735-0-02 Air Force Implementation of the Federal Manager's Financial Integrity Act - 1989, 60th Military Airlift Wing, Travis AFB, CA (Project 9265320) (10/23/89)

735-0-03 Management of Confidential Investigative Contingency Funds--FY 1989, AFOSI District 19, Travis AFB, CA (Project 0205211) (10/27/89)

735-0-04 Supply - Due-Out Management, 60th Military Airlift Wing, Travis AFB, CA (11/06/89)

735-0-05 Maintenance - C-141 Oxygen Walk-Around Bottles, 60th Military Airlift Wing, Travis AFB, CA (11/20/89)

735-0-06 Morale, Welfare, and Recreation (MWR), Accounting Support for Onizuka AFB, 60th Military Airlift Wing, Travis AFB, CA (12/04/89)

735-0-07 Morale, Welfare, and Recreation (MWR), Review of Interim Financial Statements, 2nd Satellite Tracking Group,

Onizuka AFB, CA (12/06/89)

735-0-08 Physical Security and Accountability for Small Arms, 60 Military Airlift Wing, Travis AFB, CA (Project 9205216) (12/08/89)

735-0-09 General Internal Controls Within the Data Processing Center, 1901 Communications Group, Travis AFB, CA (1/19/90)

735-0-10 Civil Engineering--Management of the Government Operated Civil Engineering Supply Store, Military Airlift Wing, Travis AFB, CA (1/30/90)

805-0-01 Accounting and Finance, Cash Accountability and Internal Controls, 3rd TFW, Clark AB, Republic of the Philippines (Project 9265312) (10/02/89)

805-0-02 Review of Civilian Pay - Foreign Post Differential, 3rd TFW, Clark AB, Republic of the Philippines (10/02/89)

805-0-03 Security Planning for the Military Airlift Command's Passenger Automated Check-In System, 624th Military Airlift Support Group, Clark AB, Republic of the Philippines (Project 9226118) (10/02/89)

805-0-04 Commissary Meat Department Operations, Detachment 53, AFCCMS/FCS, Clark AB, Republic of the Philippines (10/31/89)

805-0-05 Selected Aspects of the Energy Security Program, Management of Emergency Generators, 3d Tactical Fighter Wing, Clark AB, Republic of the Philippines (Project 9205215) (12/13/89)

805-0-06 Physical Security and Accountability for Small Arms, 1961st Communications Group, Clark AB, Republic of the Philippines (1/09/90)

805-0-07 Management of Compressed Gases and Cylinders, 13th Air Force Medical Center, Clark AB, Republic of the Philippines

805-0-08 Physical Security and Accountability for Small Arms, 3d TFW, Clark AB, Republic of the Philippines (Project 9205216) (1/11/90)

805-0-09 Air Force Planning for Tactical Munitions Support During Contingencies, 3d TFW, Clark AB, Republic of the Philippines (Project 0085213) (1/19/90)

805-0-10 Base Supply Management of Standard Form 44 Local Purchase Program, 3d TFW, Clark AB, Republic of the Philippines (2/20/90)

805-0-11 Management of the Composite Tool Kit Program, 3d TFW, Clark AB, Republic of the Philippines (3/02/90)

805-0-12 Followup of Management of Aviation Fuel Peacetime Requirements and Inventories, 3d Tactical Fighter Wing, Clark AB, Republic of the Philippines (Project 0126120) (3/02/90)

805-0-13 Management of the Dependent Care Responsibilities Program, 3d Tactical Fighter Wing, Clark AB, Republic of the Philippines (Project 9165117) (3/06/90)

805-0-14 Management of the Dependent Care Responsibilities Program, 353d

Special Operations Wing,
Clark AB Republic of the
Philippines (Project
9165117)(3/07/90)

805-0-15 Management of the
Dependent Care Responsi-
bilities Program, 13th Air
Force, Clark AB, Republic of
the Philippines (Project
9165117) (3/15/90)

807-0-01 Management of
Hazardous Materials, USAF
Regional Hospital, Elmendorf
AFB, AK (10/02/89)

807-0-02 Management of
Pharmacy Operations, USAF
Regional Hospital, Elmendorf
AFB, AK (10/05/89)

807-0-03 Review of Base-Level
Planning for 2nd Year Person-
nel Concept III Implementa-
tion Sites, 21st TFW,
Elmendorf AFB, AK (Project
9195422) (11/14/89)

807-0-04 Management of the
Self-Help Program, 21st
Tactical Fighter Wing,
Elmendorf AFB, AK (11/14/89)

807-0-05 Management of the
Self-Help Program, 343rd
TFW, Eielson AFB, AK
(11/14/89,

807-0-06 Walk Through Local
Purchases, 21st TFW,
Elmendorf AFB, AK (11/14/89)

807-0-07 Management of
Hazardous Materials, 21st
Tactical Fighter Wing,
Elmendorf AFB, AK (11/14/89)

807-0-08 Management of
Hazardous Materials, 343rd
Tactical Fighter Wing, Eielson
AFB, AK (1/12/90)

807-0-09 Management of the

Aircrew Training Program,
962nd Airborne Warning and
Control Squadron, Elmendorf
AFB, AK (1/26/90)

807-0-10 Management of the
Aircrew Training Program,
616th Military Airlift Group,
Elmendorf AFB, AK (1/26/90)

807-0-11 Management of
Cannibalization Actions, 343rd
Tactical Fighter Wing, Eielson
AFB, AK (2/12/90)

807-0-12 Review of Selected
Management Procedures, Test,
Measurement, and Diagnostic
Equipment Branch, 21st
Tactical Fighter Wing,
Elmendorf AFB, AK (2/15/90)

810-0-01 Followup of
Environment, Health, and
Safety Standards at Remote
Sites, 15th Air Base Wing,
Hickam AFB, HI (10/17/89)

810-0-02 Review of
Transportable Shelter System
(TSS), IIQ PACAF, Hickam
AFB, HI (Project 9195420)
(10/30/89)

810-0-03 Followup of
Maintenance Alternatives for
the Engineering and Services
Management Information
System, IIQ PACAF, Hickam
AFB, HI (11/03/89)

810-0-04 Management of
Aerospace Ground Equipment,
619th Military Airlift Support
Squadron, Hickam AFB, HI
(11/03/89)

810-0-05 Management of
Mobility Bags, 15th Air Base
Wing, Hickam AFB, HI
(11/08/89)

810-0-06 Management of
Aerospace Ground Equipment,

15th Supply Squadron (FB
5260), Hickam AFB, HI
(11/08/89)

810-0-07 Selected Aspects of
the Energy Security Program,
Management of Emergency
Generators, IIQ PACAF,
Hickam AFB, HI (Project
9205215) (11/30/89)

810-0-08 Management of
Schedule II Controlled Drugs,
15th Air Base Wing, Hickam
AFB, HI (11/30/89)

810-0-09 Management of
Aerospace Ground Equipment,
154th Composite Group,
Hawaii Air National Guard,
Hickam AFB, HI
(12/11/89)

810-0-10 Audit Followup--
Management of
Communication Security
(COMSEC) Material, Combat
Communications Group,
Hawaii Air National Guard,
Hickam AFB, HI (Project
0205215) (1/10/90)

810-0-11 Audit Followup--
Management of
Communication Security
(COMSEC) Material,
Communications Group,
Hickam AFB, HI (Project
0205215) (1/16/90)

810-0-12 Audit Followup--
Management of
Communication Security
(COMSEC) Material, IIQ
Pacific Communications
Division, Hickam AFB, HI
(Project 0205215) (2/05/90)

810-0-13 Air Force Planning
for Tactical Munitions Support
During Contingencies, IIQ
PACAF, Hickam AFB, HI
(Project 0085213)
(2/12/90)

815-0-01 Base Repair Capability, 313th Air Division, Kadena AB, Japan (10/04/89)

815-0-02 Management of Aerospace Ground Equipment, 43rd Bombardment Wing, Andersen AFB, Guam (10/12/89)

815-0-03 Furniture Management, 475th Air Base Wing, Yokota AB, Japan (10/13/89)

815-0-04 Management of Pararescue Unit, Operating Location (OL)-A, Det 1, 1730 Pararescue Squadron, Kadena AB, Japan (10/27/89)

815-0-05 Management of Confidential Investigative Contingency Funds, AFOSI District 46, Yokota AB, Japan (Project 0205211) (11/03/89)

815-0-06 Management of Compressed Gases and Cylinders, 313th Air Division, Kadena AB, Japan (11/08/89)

815-0-07 Civil Engineering Ground Generator Management, 633d Civil Engineering Squadron, Andersen AFB, Guam (12/15/89)

815-0-08 Civil Engineering Ground Generator Management, 313th Air Division, Kadena AB, Japan (12/15/89)

815-0-09 Financial Management of Class "B" Telephone Service, 313th Air Division, Kadena AB, Japan (12/22/89)

815-0-10 Followup of Management of the Individual

Equipment Unit, 18th Supply Squadron (FB 5270), Kadena AB, Japan (1/22/90)

815-0-11 Medical Reimbursements and Collections, 313th Medical Group, Kadena AB, Japan (1/22/90)

815-0-12 Evaluation of Physical Security and Accountability for Small Arms, Kadena AB, Japan (Project 9205216) (1/30/90)

815-0-13 Management of Mobility Bags, 313th Air Division, Kadena AB, Japan (2/06/90)

815-0-14 Billeting Operations, 313th Air Division, Kadena AB, Japan (2/08/90)

815-0-15 Management of Compressed Gases and Cylinders, 633d Air Base Wing, Andersen AFB, Guam (2/12/90)

815-0-16 Selected Aspects of Military Family Housing Management, 475th Air Base Wing, Yokota AB, Japan (2/12/90)

815-0-17 Management of Airframe Time Compliance Technical Order (TCO) Kits, 18th Tactical Fighter Wing (18 TFW), Kadena AB, Japan (Project 0106217) (2/28/90)

815-0-18 Management of F-15 Aircraft Awaiting Parts Discrepancies, 18th Tactical Fighter Wing (18 TFW), Kadena AB, Japan (2/28/90)

815-0-19 Air Force Planning for Tactical Munitions Support during Contingencies, 313th Air Division, Kadena AB,

Japan (Project 0085213) (3/05/90)

815-0-20 Billeting Operations, 633d Air Base Wing, Andersen AFB, Guam (3/08/90)

815-0-21 SR-71 Deactivation, Detachment 1, 9th Strategic Reconnaissance Wing, Kadena AB, Japan (3/08/90)

815-0-22 Management of Aerospace Ground Equipment, 376th Strategic Wing (376 SW), Kadena AB, Japan (3/16/90)

815-0-23 Review of Morale, Welfare, and Recreation (MWR) Operations, Yokota AB, Japan (Project 9285112) (3/16/90)

815-0-24 Management of Aircraft War Readiness Spares Kits, 475th Air Base Wing (475 ABW), Yokota AB, Japan (3/19/90)

820-0-01 Management of Flight Simulator Training, 432nd Tactical Fighter Wing, Misawa AB, Japan (10/31/89)

820-0-02 Management of the Individual Equipment Unit, 432nd Tactical Fighter Wing Supply Squadron (FB 5205), Misawa AB, Japan (11/01/89)

820-0-03 Management of Repair Cycle Asset Processing, 432nd Tactical Fighter Wing, Misawa AB, Japan (11/02/89)

820-0-04 Selected Aspects of Medical Logistics, 432d Medical Group, Misawa AB, Japan (11/07/89)

820-0-05 Followup of Management of Military Airlift Command (MAC)

Funds, Misawa AB, Japan
(12/11/89)

820-0-06 Followup of
Management of F-16
Hydrazine Fuel, 432 Tactical
Fighter Wing, Misawa AB,
Japan (1/02/90)

820-0-07 Management of
Vehicle Operations, 432d
Tactical Fighter Wing, Misawa
AB, Japan (1/02/90)

820-0-08 Management of the
Dependent Care Responsi-
bilities Program, 432d Tactical
Fighter Wing, Misawa AB,
Japan (Project 9165117)
(1/02/90)

820-0-09 Management of
Ground Generators, 432d
Tactical Fighter Wing, Misawa
AB, Japan (1/03/90)

820-0-10 Followup of Cash
Controls in Nonappropriated
Fund Activities, 432d Tactical
Fighter Wing, Misawa AB,
Japan (1/18/90)

820-0-11 Followup of
Management of the Combat
Arms Training Maintenance
Unit (CATMU) Program, 432d
Tactical Fighter Wing, Misawa
AB, Japan (2/06/90)

820-0-12 Air Force Planning
for Tactical Munition Support
During Contingencies, 432d
Tactical Fighter Wing, Misawa
AB, Japan (Project 0085213)
(2/07/90)

825-0-01 Management of
Chemical Warfare Defense
Equipment (FB 5284), 8th
Tactical Fighter Wing, Kunsan
AB, Korea (10/10/89)

825-0-02 Management of

Hazardous Material and
Waste, 8th Tactical Fighter
Wing, Kunsan AB, Korea
(10/11/89)

825-0-03 Management of
Vehicle Maintenance, 8th
Tactical Fighter Wing, Kunsan
AB, Korea (10/11/89)

825-0-04 Management of
Temporary Duty (TDY) Travel
Funds, 554th Red Horse Civil
Engineering Squadron, Osan
AB, Korea (11/22/89)

825-0-05 Management of
Medical Supplies and
Equipment, 658th USAF
Contingency Hospital, Kimhae
AB, Korea (11/22/89)

825-0-06 Management of Base
Supply Inventory Section (FB
5294), 51st Tactical Fighter
Wing, Osan AB, Korea
(12/14/89)

825-0-07 Management of
Confidential Investigative
Contingency Funds, AFOSI
District 45, Seoul, Korea
(Project 0205211)
(12/22/89)

825-0-08 Air Force Planning
for Tactical Munitions Support
During Contingencies, 8th
Tactical Fighter Wing, Kunsan
AB, Korea (Project 0085213)
(12/27/89)

825-0-09 Followup--
Management of Laundry and
Appliance Service Contracts,
51st Tactical Fighter Wing,
Osan AB, Korea (12/29/89)

825-0-10 Management of
Special Purpose Recoverables
Authorized Maintenance
(SPRAM), 51st Tactical
Fighter Wing, Osan, AB

Korea (1/12/90)

825-0-11 Management of
Morale, Welfare, and
Recreation (MWR) Activities,
51st Tactical Fighter Wing,
Osan AB, Korea (Project
9285112) (1/12/90)

825-0-12 Followup,
Management of Accounting
and Finance Materiel, 8th
Tactical Fighter Wing, Kunsan
AB, Korea (1/16/90)

825-0-13 Surveillance Over
Government Furnished
Property, Detachment 28, Air
Force Contract Maintenance
Center, Kimhae AB, Korea
(1/16/90)

825-0-14 Air Force Planning
for Tactical Munitions Support
During Contingencies, 6171st
Air Base Squadron, Kwangju
AB, Korea (Project 0085213)
(2/09/90)

825-0-15 Physical Security
and Accountability for Small
Arms, 51st Tactical Fighter
Wing, Osan AB, Korea (Project
9205216) (2/09/90)

825-0-16 Management of
Morale, Welfare, and
Recreation (MWR) Activities,
8th Tactical Fighter Wing,
Kunsan AB, Korea (Project
9285112) (2/16/90)

825-0-17 Air Force Planning
for Tactical Munitions Support
During Contingencies, 460th
Tactical Reconnaissance
Group, Taegu AB, Korea
(Project 0085213)
(2/16/90)

825-0-18 Red Horse Material
Management, 554th Red Horse
Civil Engineering Squadron

(RHCES), Osan AB, Korea
(2/20/90)

825-0-19 Management of
Supply Points (FB 5294), 51st
Tactical Fighter Wing, Osan
AB, Korea (2/28/90)

825-0-20 Traffic Management
Office (TMO), Personal
Property Shipments, 51st
Tactical Fighter Wing, Osan
AB, Korea (3/14/90)

905-0-01 Testing of Materiel
Transactions at Base-Level,
Headquarters Standard
Systems Center (SSC), Gunter
AFB, AL (Project 8195423)
(10/02/89)

905-0-02 Management of the
Software Support Contract,
Standard Systems Center,
Gunter AFB, AL (10/27/89)

905-0-03 Review of Regulatory
Guidance Used in Software
System Development,
Standard Systems Center,
Gunter AFB, AL (1/23/90)

905-0-04 Evaluation of the Use
of Standard Programming
Languages, Standard Systems
Center, Gunter AFB, AL
(3/01/90)

905-0-05 Followup of
Management of Base
Contracting Automated
System (BCAS) Development,
Standard Systems Center,
Gunter AFB, AL (3/15/90)

910-0-01 Review of Air
Combat Maneuvering
Instrumentation (ACMI)
System, Mississippi Air
National Guard, Air National
Guard Field Training Site
(FTS), Gulfport, MS
(10/05/89)

910-0-02 Management of
Deferred Discrepancies,
Keesler Technical Training
Center, Keesler AFB, MS
(10/05/89)

910-0-03 Management of
WRM Medical Materiel, USAF
Medical Center, Keesler AFB,
MS (10/05/89)

910-0-04 Management of
Deferred Discrepancies, 403rd
Tactical Airlift Wing (AFRES),
Keesler AFB, MS (10/30/89)

910-0-05 Management of Local
Purchase Program Air Combat
Maneuvering Instrumentation
System, Mississippi Air
National Guard Field Training
Site (FTS), Gulfport, MS
(11/16/89)

910-0-06 Review of the
Construction Air Combat
Maneuvering Instrumentation
System Support Facility,
Mississippi Air National
Guard Field Training Site
(FTS), Gulfport, MS (11/16/89)

910-0-07 Management of
Noncommissioned Officers
Open Mess Food Service
Operations, Keesler Technical
Training Center, Keesler AFB,
MS (12/19/89)

910-0-08 Review of the
Automated Travel Record
Accounting System (ADSN
5251), Keesler Technical
Training Center, Keesler AFB,
MS (1/23/90)

910-0-09 Followup,
Management of Aviation Fuel
Peacetime Requirements and
Inventories, Mississippi Air
National Guard Field Training
Site (FTS), Gulfport, MS
(Project 0126120) (2/21/90)

910-0-10 Review of
Management of the
Installation Civilian Training
Program, Keesler Technical
Training Center, Keesler AFB,
MS (2/28/90)

920-0-02 Review of Aviation
Fuels Management, 323 FTW,
Mather AFB, CA (Project
9265317) (11/03/89)

920-0-01 Followup of
Management of Aerospace
Ground Equipment, 323 FTW,
Mather AFB, CA (10/30/89)

920-0-03 Management of the
Cannibalization Program for
the KC 135Q/T-38 Weapon
System, 9th Strategic
Reconnaissance Wing, Beale
AFB, CA (11/20/89)

920-0-04 Management of
Quality Assurance Program,
323 FTW, Mather AFB, CA
(11/27/89)

920-0-05 Management of the
Installation Civilian Training
Program, 323 FTW, Mather
AFB, CA (12/18/89)

920-0-06 Review of Facility
Project Management, 323
FTW, Mather AFB, CA
(12/29/89)

922-0-01 USAF Wargaming
Center, Computer Operations,
Air University Center for
Aerospace Doctrine, Research,
and Education (CADRE),
Maxwell AFB, AL (10/11/89)

922-0-02 Followup Audit,
Management of F-4D Flying
Hour Program During
Conversion to F-16 A/B
Aircraft, 187th TFG, Dannelly
Field (ANG), Montgomery, AL
(10/26/89)

922-0-03 Review of Impact of Professional Military Education Changes on Base Functions, Air University, Maxwell AFB, AL (11/09/89)

922-0-04 Management of Automated Data Processing Resources, IIQ USAF Historical Research Center, Maxwell AFB, AL (1/10/90)

922-0-05 Management of Hospital Contract Services, Air University Regional Hospital, Air University, Maxwell AFB, AL (1/10/90)

925-0-01 Management of Air Training Command Temporary Duty to School Funds, HQ Air Training Command, Randolph AFB, TX (10/01/89)

925-0-02 Management of Gas Cylinders, Lackland AFB, TX (10/03/89)

925-0-03 Injury Compensation Policy and Operation, Randolph AFB, TX (10/03/89)

925-0-04 Air Force Implementation of the Federal Managers' Financial Integrity Act, HQ Air Force Commissary Service, Kelly AFB TX (Project 9265320) (10/11/89)

925-0-05 Management of Depot Maintenance Quality Assurance Program, Randolph AFB, TX (Project 9106216) (10/19/89)

925-0-06 Recovery of Advance Travel Payments, HQ Air Training Command, Randolph AFB, TX (10/20/89)

925-0-07 Administrative Controls for Adjusted Stock

Levels, Randolph AFB, TX (11/09/89)

925-0-08 Use of Services Information Management System for Identifying Subsistence-in- Kind Personnel, 12 FTW, Randolph AFB, TX (11/30/89)

925-0-09 Management of Mobility Munitions and Equipment, 12 FTW, Randolph AFB, TX (12/16/89)

925-0-10 Air Force Implementation of the Federal Managers' Financial Integrity Act - FY 1989, AFMPC/DPMS, Randolph AFB, TX (Project 9265320) (12/27/89)

925-0-11 Review of Management of the Installation Civilian Training Program, Lackland AFB, TX (1/05/90)

925-0-12 Evaluation of the Installation Civilian Training Program, Goodfellow AFB, TX (1/12/90)

925-0-13 Review of Management of the Installation Civilian Training Program, 47 FTW, Laughlin AFB, TX (1/16/90)

925-0-14 Implementation of In-House Commercial Activity Decisions, 12th Audiovisual Services Division, 12 FTW, Randolph AFB, TX (Project 9305111) (1/17/90)

925-0-15 Evaluation of the Installation Civilian Training Program, 12 FTW, Randolph AFB, TX (1/19/90)

925-0-16 Management of Pharmacy Operations,

Randolph AFB, TX (Project 9325116) (1/26/90)

925-0-17 Review of Civilian Emergency Medical Care, Wilford Hall USAF Medical Center, Lackland AFB, TX (2/05/90)

925-0-18 Review of Civilian Emergency Medical Care, Brooke Army Medical Center, Ft Sam Houston, TX (2/07/90)

925-0-19 Management of Air Force Official Representation Contingency Funds - FY 1989, IIQ Electronic Security Command, San Antonio, TX (Project 0205212) (2/07/90)

925-0-20 Management of Air Force Official Representation Contingency Funds - Fiscal Year 1989, HQ Air Force Military Personnel Center, Randolph AFB, TX (Project 0205212) (2/07/90)

925-0-21 Abusable Drug Inventory and Control, Wilford Hall Medical Center, Lackland AFB, TX (REVISED) (2/08/90)

925-0-22 Followup of Management of Decentralized Blanket Purchase Agreements, Wilford Hall Medical Center, Lackland AFB, TX (3/12/90)

930-0-01 Review of Aviation Fuels Management, Sheppard AFB, TX (Project 9265317) (10/05/89)

930-0-02 Review of Commissary Meat Department Operations, Detachment 820, Sheppard AFB, TX (10/27/89)

930-0-03 Management of Pharmacy Operations, USAF

Regional Hospital, Sheppard AFB, TX (Project 9325116) (12/12/89)

930-0-04 Review of Management of the Installation Training Program, Sheppard AFB, TX (12/15/89)

930-0-05 Followup of Management of Chemical Warfare Defense Equipment, Sheppard Technical Training Center, Sheppard AFB, TX (12/20/89)

930-0-06 Review of Air National Guard Training Attendance, 181st Aerial Port Flight, Texas Air National Guard, Sheppard AFB, TX (1/03/90)

930-0-07 Air Force Management of Injury Compensation Claims, Sheppard AFB, TX (Project 0155110) (2/15/90)

930-0-08 Review of Environmental Pollution Prevention, Control, and Abatement, Sheppard AFB, TX (Project 0175214) (3/07/90)

930-0-09 Review of Morale, Welfare, and Recreation Operations, 443d Military Airlift Wing, Altus AFB, OK (Project 9285112) (3/14/90)

CENTRALLY DIRECTED REPORTS

0255311 Results of the Unified Budget Test (UBT) (3/15/90)

063-9-1 Ground Launched Cruise Missile Drawdown (Project 9036317) (10/20/89)

063-9-2 F-4 Aircraft for

Training and Testing Requirements (Project 9036316) (2/02/90)

7275111 Base Food Service Operations (12/28/89)

7275115 Medical Food Service Operations (12/19/89)

7285315 Management of Open Mess Operations (11/13/89)

8016211 Review of Reliability and Maintainability Requirements in Science and Technology Projects (10/13/89)

8036314 Management of Task Order Contracting for Strategic Defense Initiative Programs (12/08/89)

8036317 F-16C/D Multiyear II Contract Management (11/06/89)

8036320 Procurement and Provisioning Actions Within the Advanced Medium Range Air-to-Air Missile (2/27/90)

8036324 Financial Management of Selected Strategic Defense Initiative Contracts (12/08/89)

8036325 Acquisition of Low Altitude Navigation and Targeting Infrared for Night Depot Management Information System (10/24/89)

8036326 Acquisition of Infrared Detecting Sets for Air Force Special Operations Forces (11/27/89)

8036327 Management of the Advanced Tactical Fighter Technical Analytical Study Support Contract (1/19/90)

8076418 Review of Air Force Contractor Logistics Support Contracts (12/29/89)

8085226 Air Force Planning for Explosive Ordnance Disposal (EOD) During Contingencies (3/09/90) (CLASSIFIED)

8195424 Civil Engineering Material Acquisition System (CEMAS) (2/06/90)

8255311 Review of Air Force Industrial Fund (AFIF) Management Information System (11/15/89)

8275110 Commissary Grocery Department - Ordering, Receiving, and Warehousing (11/03/89)

9036311 MC-130H Combat Talon II Logistics Support Management (2/28/90)

9036321 B-1B Electronic Countermeasures Recovery Plan Funding (11/09/89)

9036323 Followup Audit--C-5 Engine Intermediate Maintenance (11/24/89)

9036325 Followup Audit--Warranty Management of Peacekeeper Non-Propulsion Systems (3/09/90)

9046412 Followup Audit--Contracting for Reliability and Maintainability in Air Force Logistics Command Modification Programs (1/18/90)

9066411 Contractor Use of Government Furnished Equipment for Commercial Work (10/30/89)

9066413 Followup Audit--
DoD-Wide Audit of Contract
Administration of Major
Construction Projects
(10/03/89)

9106210 Implementation of
Class IV and V Modification
Objectives (2/14/90)

9106220 Followup Audit--
Review and Approval of Air
Force Class IV and V
Modifications (2/12/90)

9126112 Adjustments of Depot
Purchased Equipment Main-
tenance Exchangeable Repair
Requirements
(12/18/89)

9126122 Requirements for the
Mobile Aircraft Arresting
System (3/02/90)

9126124 Followup Audit--
Provisioning Requirements
Computations (3/19/90)

9155110 Followup Audit--
Unemployment Compensation
for Former Air Force Civilian
Employees (1/04/90)

9175212 Review of Air Force
Appliance Management
(1/02/90)

9195411 Review of Base
Contracting Automated
System (BCAS) Solicitation
and Award Process Application
Controls (2/28/90)

9195416 Management of the
Computer Systems Authori-
zation Directory (CSAD)
(1/23/90)

9195417 Evaluation of the
Core Automated Maintenance
System (CAMS) Status and
Inventory Subsystem
Application Controls (3/09/90)

9195418 Practicality of
Consolidating Central Design
Activities (12/15/89)

9195419 Review of the
Automated Teller Machines
(ATMs) for Military Pay
Functions (10/30/89)

9196611 Post Implementation
Review of the Engineering
Data Computer Assisted
Retrieval System (12/15/89)

9196612 Review of Security
Procedures for Air Force
Logistics Command Major
Automated Data Processing
Modernization Programs
(2/28/90)

9196613 Review of Air Force
Logistics Command
Communications-Computer
Systems Standardization Plans
(11/20/89)

9196615 Review of the Design
and Development Activities of
the LOGAIR Realtime
Terminal System
(10/04/89)

9196619 Review of Central
Procurement Accounting
System Implementation
Activities (3/16/90)

9196622 Review of Funding
Issues for the Enhanced
Transportation Automated
Data System (1/03/90)

9205214 Air Force
Management of Defense
Courier Service Operations
(1/22/90)

9215411 Review of the Air
Force Command and Control
Systems (AFC2S) Program
(3/16/90)

9215412 Review of Tests
Planned for the Unified Local
Area Network Architecture
(ULANA) I Program
(1/25/90)

Copies of audit reports may be obtained from the appropriate issuing office by calling:

IG, DoD - (202) 694-6302

Army Audit Agency - (703) 756-2883

Naval Audit Service - (703) 756-2129

Air Force Audit Agency - (714) 382-2377, for other Government agencies.

Requests by news media and others outside the Government should contact AFAA/IM (FOIA), Norton AFB, CA 92409-6001

APPENDIX D 1/

INSPECTOR GENERAL, DoD, AUDIT REPORTS ISSUED CONTAINING QUANTIFIABLE POTENTIAL MONETARY BENEFITS 2/	Potential Monetary Benefits (\$ in thousands)	
	Disallowed Costs 3/	Funds Put to Better Use
90-001 User Charges and Resource Management at Major Range and Test Facilities		\$475
90-002 Acquisition of the M9 Armored Combat Earthmover Program		\$11,300
90-003 Management of Special Access Programs at the Defense Intelligence Agency (CLASSIFIED)		\$1,000
90-005 Requirements Validation for Telecommunications Services		\$117,118
90-009 Defense Logistics Agency Commercial Activities Program		\$61,500
90-013 Administration of Contractor Rental of DoD Plant Equipment at Boeing Helicopters		\$9
90-014 Moore's Cafeteria Services, Inc., Food Services Contract	\$619	\$82
90-015 Quick-Reaction Report on the Audit of Defense Environmental Restoration Fund		\$150
90-016 Pricing of Subcontract Awarded to Aircraft Porous Media, Inc. by Northrop Corp. for Prime Contract N00019-83-C-0272	\$2,485	
90-017 Pricing of Contract N00383-82-C-1023 at Aircraft Porous Media, Inc.	\$205	
90-018 Pricing of Indefinite Delivery Contract N00019-84-D-0176	\$282	
90-021 Acquisition of the Heavy Expanded Mobility Tactical Truck		\$3,000
90-022 Pricing of Subcontract Awarded to Aircraft Porous Media, Inc. by Boeing Vertol Co. for Prime Contract N00019-83-C-0311	\$186	
90-023 Pricing of Contract N00383-82-C-1017 at Aircraft Porous Media, Inc.	\$433	
90-024 Pricing of Subcontract Awarded to Aircraft Porous Media, Inc. by Pratt and Whitney Aircraft Group for Prime Contract F33657-83-C-2001	\$415	
90-037 Pricing of Contract DAMD17-85-C-5183 at Telefactor Corp.	\$33	
90-039 Procurement of a Component Breakout Model by the Air Force Aeronautical Systems Division		\$415
90-041 Contracting Practices of the Institute for Defense Analyses		\$1,100
90-043 Plant Clearance Action on Government-Owned Property in the Possession of Defense Contractors		\$45,900

INSPECTOR GENERAL, DoD, AUDIT REPORTS ISSUED CONTAINING QUANTIFIABLE POTENTIAL MONETARY BENEFITS ^{2/}	Potential Monetary Benefits (\$ in thousands)	
	Disallowed Costs ^{3/}	Funds Put to Better Use
90-044 Pricing of Contract F09603-80-G-1840, Delivery Order SD1J, at Aircraft Porous Media, Inc.	\$18	
90-048 Administrative Control of Funds - Honduras		\$1,063
90-050 Requirements for Wholesale Inventories to Support the Target Acquisition Designation Sight/Pilot Night Vision Sensor System		\$12,000
90-052 Stock Management at the National Security Agency		\$9,300

^{1/} In accordance with the Inspector General Act of 1988.

^{2/} A complete list of audit reports issued by the IG, DoD, during the period is in appendix C.

^{3/} None of the disallowed costs involve unsupported costs.

***Additional information on or copies of this report may be obtained
by writing or contacting Paul Allison or Mary Jo Worcester at:***

***Inspector General, Department of Defense
Analysis and Followup
400 Army Navy Drive
Room 539
Arlington, VA 22202***

(Autovon 225-9599; commercial (202) 695-9599)